Unit 3: Section Management

STUDENT GUIDE
Objectives

By the end of this unit, students will be able to:

• Describe the responsibilities of each Unit within the Finance/Administration Section
• Determine staffing and ordering needs for the Section
• List items of information to provide section personnel at the Initial Finance Briefing
• List information included in the Finance/Administration Section Operating Plan
• List job performance requirements and standards for Section personnel

Methodology

This unit uses lecture, exercises, and discussion. Content from the unit will be tested through a final exam.

Instructors will evaluate students’ initial understanding of the Finance Section Chief position though the facilitation of Exercises 3–6. The purpose of Exercise 3 is to provide participants with an opportunity to identify the Finance Section Chief’s responsibilities as well as understand how the chief must organize his or her staff to help accomplish these responsibilities. The purpose of Exercise 4 is to provide participants with an opportunity to become familiar with the duties and responsibilities of the Finance Section Chief and each of the Finance Unit Leaders. The purpose of Exercise 5 is to provide participants with the opportunity to develop a Finance Operating Plan. The purpose of Exercise 6 is to provide participants with an opportunity to become more familiar with the duties of the Unit Leaders and understand the importance of appropriate supervision.
## Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesson</td>
<td>2 hours</td>
</tr>
<tr>
<td>Exercise 3</td>
<td>1 hour</td>
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<tr>
<td>Exercise 4</td>
<td>30 minutes</td>
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<tr>
<td>Exercise 5</td>
<td>1 hour</td>
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<tr>
<td>Exercise 6</td>
<td>1 hour</td>
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<tr>
<td><strong>Total Time</strong></td>
<td><strong>5 hours and 30 minutes</strong></td>
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Scope Statement

Through this unit, students will gain a general understanding of the roles and responsibility of the Finance/Administration Section Chief. Through the description of each of the units in the Finance/Administration Section and discussion of the planning, supervision, and coordination responsibilities inherent to the position, students will gain insight into the key elements of the Finance/Administration Section Chief’s role during an incident response.
Unit 3 Section Management

**Topic**

Unit Objectives

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**Unit Terminal Objective**

Describe the roles and responsibilities of a Finance/Administration Section Chief as they apply to planning supervision and coordination.

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**Key Points**
Section Responsibilities

- The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident.
- The Section Chief must be familiar with the Unit Leader duties and responsibilities.
- The Section Chief fulfills responsibilities of Unit Leader positions not filled.

Key Points

You may be in a challenging position when you are transitioning from the local agency's first response to a Type III IMT. Even though you are part of a Type III Team, the incident will have a workload that demands various levels of staffing.

Until the unit positions are filled, the Supervisor is responsible for fulfilling those duties. For example, there may not be a great enough need for a short duration incident to call for a Time Unit Leader, so you may be responsible for his or her responsibilities and the Finance/Administration Section Chief.
Topic
Finance/Administration Units

Key Points

There are four primary units in the Finance/Administration Section. Each unit will be covered in more detail on the following slides.
Cost Unit Leader

- Coordinate agency headquarters on cost reporting procedures
- Prepare resource-use cost estimates for the Planning Section
- Coordinate with incident agency to meet cost reporting requirements
- Make cost-saving recommendations

Key Points

The Cost Unit Leader is responsible for collecting all cost data, performing analyses on cost effectiveness, and providing cost estimates and cost savings recommendations for the incident. Spend some time discussing each responsibility in detail.
Topic: Estimation of Costs

Estimation of Costs

- Develop a methodical way of identifying costs
- Provide the ICS Form 209 – Incident Status Summary to the Planning Section Chief daily

Visual 3-6

Key Points

IMTs must be aware of the costs incurred per mission assignment. Examples include:

- Direct resources involved by category (such as Type 1 and Type 2 engines)
- Average number of operational periods
- Daily estimate of costs per resource (FEMA requires direct costs for operational workers as well as overhead costs)
- Support costs such as the Incident Command Post (ICP), communication, and support personnel per operational period
Topic  Reimbursement

Reimbursement

Collecting all necessary information is essential to ensure reimbursement is handled smoothly.

Key Points

If you are at a FEMA incident, FEMA will make all the payments and handle payroll through normal procedures. It will require specific forms and a copy of the Mission Statement or Delegation of Authority.
Unit 3  Section Management

Topic  Ordering Process vs. Purchasing Process

Ordering Process vs. Purchasing Process

Key Points
Topic
Ordering Process

Key Points

This graphic presumes there will be single ordering processes at the incident. If there are going to be multiple ordering points, the Finance/Administration Section Chief needs access to the Resource Orders for both entities.
Key Points

Often resources will be delivered whether you request them or not. Vendors will try to sell their services or equipment. Two months later, bills begin showing up for equipment or services that were not ordered.

Communication regarding who can sign for things is critical.

- Who is allowed to order?
- Who is authorized to sign for it?

The earlier you can get closer to the information stream, the easier it is downstream to sort the information out.
**Key Points**

The Finance/Administration Section Chief must identify who has purchasing authority. Is it the Procurement Unit? Is it someone else?

Obtain documentation from the Procurement Unit regarding what was needed, ordered, and received at the incident.
Topic

Procurement Unit Leader

- Obtain service and supply plan from incident agency
- Coordinate with appropriate Unit Leaders on incident needs and special procedures
- Coordinate with buying team and/or incident agency personnel
- Know funding source, limits, and full accounting string established for incident charges

Key Points

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. The next three slides describe the specific responsibilities of the Procurement Unit Leader.
Procurement Unit Leader (cont.)

- Review established blanket purchase agreements
- Have shipping points and billing address information readily available
- Record purchases in established tracking system
- Maintain appropriate documentation of all purchases

Key Points

The general priorities covered so far in this unit are guidelines. You will need to work with the Agency Administrative Representative to make sure your system works with his or her system.
Procurement Unit Leader (cont.)

- Implement interagency agreement/emergency funding authorizations (as needed)
- Ensure invoices are received and payments are made to vendors or other support agencies
- Follow/establish procedures for inventory and disposition of equipment
- Close out all agreements, purchase orders, and delivery/task orders

Key Points

Contract claims are the responsibility of the Procurement Unit Leader.
**Time Unit Leader**

- Ensure daily personnel and equipment time recording documents are in effect
- Make recommendations and take corrective actions to address inaccuracies and systemic problems
- Develop procedures to properly track hours personnel

**Key Points**

The Time Unit Leader is responsible for equipment and personnel time recording. Spend some time discussing each responsibility in detail. At the incident, the Time Unit is only concerned with accurately documenting real time worked. The payment function happens at the home units.

Get to know the time limitations surrounding equipment, personnel, and record-keeping cycles. The Finance/Administration Section Chief is responsible for setting up and monitoring time systems—this is very specific to the incident.
Compensation/Claims Unit Leader

- Establish compensation processes for injuries and illnesses
- Establish claims process for property damage and other claims
- Provide technical guidance regarding all aspects of injury, illness, and property damage claims

Key Points

The Compensation and Claims Unit Leader is responsible for overall management and direction of all administrative matters pertaining to compensation for injury- and claim-related activities (other than injury) for an incident.
Compensation/Claims Unit Leader (cont.)

- Coordinate with Medical Unit for incident reporting
- Review medical plan for appropriate medical evacuation procedures and notifications
- Maintain separate logs for claims and compensation
- Investigate, document, and process claims

Key Points

Contract claims are the responsibility of the Procurement Unit Leader, not the Compensation and Claims Unit Leader.
Key Points

Follow directions from the instructor on how to complete this exercise.
Staffing and Ordering

- Determine resources to order based on incident complexity
- Consider all available information to determine needed personnel and supplies
- Order resources on the ICS Form 213 – General Message

Key Points
**Key Points**

- Law enforcement can do claims investigation and documentation
- The Personnel Time Recorder can assume some Time Unit Leader responsibilities
- Utilize other incident personnel to fulfill some responsibilities
Key Points

Follow directions from the instructor on how to complete this exercise.
**Finance/Administration Section Briefing**

- Provide ground rules and working relationship with section personnel
- Include Unit Leaders and section personnel as appropriate

**Key Points**
Finance/Administration Section Briefing (cont.)

Provide information regarding:

- Incident status
- Resources on site and on order
- Cooperating and assisting agencies involved
- Incident Action Plan
- Briefing times and locations

Key Points
Finance/Administration Section Briefing (cont.)

- Resource ordering procedures and supply ordering schedule
- Work priorities and performance expectations
- Chain of command
- Evacuation plans

Key Points

Services and supplies must be ordered on ICS Form 213 General Message through established procedures.

The Finance/Administration Section Chief should delegate an Acting or Deputy Finance/Administration Section Chief to assume responsibilities in his or her absence. The Chief should consider qualifications and experience.

It is essential for the Finance/Administration Section Chief to monitor staffing levels and work-rest ratios.
Finance/Administration Section Briefing (cont.)

Provide information regarding local incident Agency Administrative guidelines and contracts including:

- Incident finance package requirements
- Special teams and other administrative personnel
- Availability of local incident agency personnel
- Incident agency contact for each unit
- Incident accounting codes and other numbers

Key Points

It is the Finance/Administration Section Chief’s responsibility to provide information regarding local Agency Administrative guidelines and contracts during the Finance/Administration Section Briefing.

- Give information from the Agency Administrative Representative to your staff, special teams, or other administrative personnel who support you or the incident

- If you know you are going to have the National Guard or other resources from a Mutual Aid Agreement, let your people know those agreements exist and encourage them to become familiar with them

- Know that whether your equipment is included in the specified scope of the Incident Action Plan will impact what is funded
Topic: Coordinate With Facilities Unit

Key Points
Topic: Operating Plan

Operating Plan

Develop an operating plan for section.

Elements of an operating plan:
- Section organization
- Hours of operation
- Duties and responsibilities

Key Points
Topic  Exercise 5

Key Points

Follow directions from the instructor on how to complete this exercise.
Topic: Performance Evaluations

Performance Evaluations

- Establish Unit Leader performance requirements
- Make performance requirements measurable
- Evaluate performance throughout incident
- Discuss problems or concerns as they arise
- Recognize good performance as it occurs
- Work with Unit Leaders to resolve issues

Key Points

Follow directions from the instructor on how to complete this activity.
Key Points

The Remarks section is where you list examples and concrete information to justify your ratings. Be sure to make it clear for whom the Finance/Administration Section Chief is creating these performance ratings.
Exercise 6

Explain the Following Key Points

Follow directions from the instructor on how to complete this exercise.
Topic: Conflict Resolution

Key Points
Identify sources of conflict, as well as techniques for conflict resolution.
The operational period might be short depending on the incident. HAZMAT, for example, will probably have about a 2-hour first operational period and perhaps only 4-hour second operational periods.
Key Points

The Finance/Administration Section Chief must acknowledge a daily cycle that occurs and identify:

- Information needs
- Opportunities for the team to meet
- Times for preset meetings
Topic
Objectives Review

Objectives Review

1. What are the responsibilities of each Unit within the Finance/Administration Section?
2. How are the staffing and ordering needs for the section determined?
3. What information should be shared with section personnel at the Initial Finance Briefing?

Key Points
Topic
Objectives Review (cont.)

Objectives Review (cont.)

4. What information should be included in the Finance/Administration Section Operating Plan?

5. What are the job performance requirements and standards for section personnel?

Key Points