Objectives

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

- Describe the purpose of the Resources Unit
- Identify and explain the common responsibilities of ICS personnel and Unit Leaders
- Identify and explain the responsibilities of the Resources Unit Leader
- Describe the activities and supplies needed to mobilize an incident
- List the Resources Unit Leader’s responsibilities upon arrival at an incident
- Describe the information gathered from the initial meetings, briefings, and documents
- Describe the Resources Unit Leader’s responsibilities in supervising and managing the Resources Unit

Methodology

This unit uses lecture, an exercise, and discussion.

Knowledge of unit content will be evaluated through practical exercises or simulations and the administration of the Final Exam upon completion of the course.

The purpose of this unit is to familiarize students with the purpose and functions of the Resources Unit within the ICS, as well as general Unit Leader responsibilities and specific Resources Unit Leader responsibilities. Upon completion of this unit, through lecture, discussion, and interactive activities, the student will be able to establish and manage the Resources Unit.
## 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>1 hour 40 minutes</td>
</tr>
<tr>
<td>Exercise 2</td>
<td>50 minutes</td>
</tr>
<tr>
<td><strong>Total Time</strong></td>
<td><strong>2 hours 30 minutes</strong></td>
</tr>
</tbody>
</table>
Topic: Overview of the Resources Unit

Key Points

Scope Statement

During this unit, students will gain a general understanding of the roles and responsibilities of the Resources Unit. Through discussion of the key responsibilities associated with mobilization, management, and supervision of the Resources Unit, students will gain insight into the key elements of the Resources Unit within ICS.
Unit 3
Overview of the Resources Unit

<table>
<thead>
<tr>
<th>Topic</th>
<th>Unit Terminal Objective</th>
</tr>
</thead>
</table>

**Unit Terminal Objective**

Establish and manage the Resources Unit.

Remind students that the Final Exam questions are based on the Unit Enabling Objectives.

**Unit Enabling Objectives**

- Describe the purpose of the Resources Unit
- Identify and explain the common responsibilities of ICS personnel and Unit Leaders
- Identify and explain the responsibilities of the Resources Unit Leader
- Describe the activities and supplies needed to mobilize an incident
- List the Resources Unit Leader’s responsibilities upon arrival at an incident
- Describe the information gathered from the initial meetings, briefings, and documents
- Describe the Resources Unit Leader’s responsibilities in supervising and managing the Resources Unit
Topic

Common Responsibilities

Key Points

It is important to be aware of these common responsibilities as well as your specific responsibilities as a Resources Unit Leader.
**Key Points**

Typically, the individual who changes the status of a resource is responsible for promptly informing the Resources Unit.

The Resources Unit ensures that all assigned personnel and other resources have checked in at the incident site.

Physical resources consist of personnel, crews, and teams, and equipment available for assignment or employment during incidents.

The Resources Unit and staff maintain the status of the resources allocated to the incident. The status should reflect whether these resources are Assigned (checked in and supporting the incident), Available (checked in and ready for a specific work detail or function), or Out of Service (allocated to an incident but unable to function for mechanical, rest, or personal reasons, or because their condition makes them unusable).
Key Points

The Resources Unit Leader is responsible for maintaining the status of all assigned resources at an incident. This is achieved by overseeing the check-in of all resources and maintaining a status-keeping system that indicates the current location and status of all resources (for example, key supervisory personnel, primary and support resources).
Unit 3 Overview of the Resources Unit

**Topic**
Responsibilities of the Resources Unit Leader

**Key Points**

Responsibilities of the Resources Unit Leader:
Topic: Establish and Maintain Status/Check-In Function

Different IMTs use different methods for collecting and organizing check-in lists. Many teams use electronic systems now. It is up to the Resources Unit Leader or Status/Check-in Recorder (SCKN) to determine the best method for their team.

Depending on the size and complexity of the incident, the Resources Unit Leader will have a Status/Check-in Recorder to perform this function or the Resources Unit Leader will be responsible for performing it.

Remember that if the Resources Unit Leader wants their staff to perform a job, they have to establish procedures and communicate them clearly, as well as inform personnel what is expected of them. Such procedures include:

- Check-in location
- Timeline for submitting check-in forms
- Method for submitting check-in forms
- Inspection requirements
Topic  
Establish and Maintain Resource Status System

Key Points

Maintain ICS Form 219s, Resource Status Cards, which are commonly referred to as T-cards. Update resource status as necessary, adding or removing cards as appropriate.

Track the availability and status of all resources, including:

- Kind, type, and numbers
- Constraints and capabilities
- Rest and work status

The T-cards should be kept in a place where they can be seen by personnel, but does not interfere with the Resources Unit Leader’s workspace. Also, the Resources Unit Leader is the only person who should handle the T-cards.
Topic: Participate in the Planning Process

Participate in the Planning Process

- Incident Briefings
- Tactics Meeting
- Planning Meeting
- Operational Briefings
- ICS Form 215 - Operational Planning Worksheet
- See Handouts 3-4, 3-5, & 3-6

Key Points

The Resources Unit Leader produces the following components of the IAP:

- ICS Form 203 – Organization Assignment List
- Appropriate parts of ICS Form 204 – Assignment List
Key Points

**ICS Form 207 – Incident Organization Chart**

- Used to indicate what ICS organizational elements are currently activated and the names of the personnel who are staffing each element. The personnel who are responsible for managing the organizational positions are listed in each box as appropriate.

- Prepared by the Resources Unit and posted along with the other displays at the Incident Command Post (ICP). A chart is completed for each operational period and updated when organizational changes occur.

**ICS Form 214 – Activity Log**

- Used to record the details of Unit activities, including Strike Team activities. The file of these logs provides a basic reference from which to extract information for inclusion in any after-action reports.

- Initiated and maintained by Command Staff members, Division and Group Supervisors, Air Operations Groups, Strike Team and Task Force Leaders, and Unit Leaders. Completed logs are forwarded to Supervisors, who provide copies to the Documentation Unit.

- Distributed by the Documentation Unit, who maintains a file of all Activity Logs. One copy of each log must be submitted to the Documentation Unit.
Unit 3 Overview of the Resources Unit

Topic
Preparing for Mobilization

Key Points
Preparing for mobilization:
Kit Items to Bring

- Critical items are listed in the PTB
- Contents of kit may vary depending on incident complexity
- Assemble prior to receiving assignment
- See Handout 3-9

Key Points

Assemble a kit that will enable you to be self-sufficient for the first 48 hours prior to receiving an assignment.

The Resources Unit Leader PTB lists critical items:

- Incident-specific management procedures
- Necessary ICS forms
- T-cards
- General supplies (for example, staple gun, markers, tape)
- Reference materials (ICS position codes, Unit identifier list, U.S. atlas)
- Resource locators (T-card rack)
- Demobilization Plan example or template
- Additional forms (for example, tentative release forms)
- Support manual for incident automation software

Some items that would be nice to have include:

- Laptop computer
Laminated location signs (for example, Check-in, Demobilization)
Topic: Situational Awareness

Key Points

It is important to know the details of your assignment so that you are better prepared and ready to act upon arrival. It may not be easy to get information and the dispatch information that you receive may be limited.

There are some ways that you can get current information outside of the normal channels, but keep in mind that there are limitations:

- Watch the news. Keep in mind that there may be bias or potentially unclear information, but at least you’ll get some idea about what is going on.

- If you know someone in the affected jurisdiction, you could call him or her. The person could be busy or he or she might pass along rumors.
Topic
Arrival and Setup Responsibilities

Key Points

Arrival and setup responsibilities:
**Initial Response vs. Transition**

- The initial response is different than transitioning from an existing IMT.
- How does incident status upon arrival affect your job as a Resources Unit Leader?

**Key Points**

**Initial Response**

Establish check-in immediately. Identify and establish contacts and procedures that are relevant to the Resources Unit Leader.

**Transitioning**

If you are transitioning to the incident after the initial response, some helpful sources of incident information include:

- Local counterparts
- National perspective
- Previous responders
- Determine the specific incident setup needs for other Federal agencies
Initial Briefings can come in many forms. Sometimes the Resources Unit Leader arrives after the formal Initial Briefing. The Incident Commander might brief the Agency Administrator one on one; the Resources Unit Leader might not participate.

There will probably be gaps in information regarding the incident’s resources, depending on the complexity or the status of the incident.

If you are not briefed by the Incident Commander or the Agency Administrator, get a briefing from the Planning Section Chief. This could be a formal sit-down meeting or an informal conversation whenever you can get his or her attention. Again, you need to be proactive, and sometimes creative, in order to get the information that you need.

Information that the Resources Unit Leader should obtain:

- Incident size and potential
- Procedures for ordering resources and supplies
- Resources at the scene
- Operational work period
- Incident Command Post (ICP) location
- Location of other incident facilities
• Safety concerns and hazards
• Staffing information for resources and demobilization
• ICS Form 201, Incident Briefing; ICS Form 209, Incident Status Summary; and Incident Action Plan
• Timelines and priorities
• Expectations for attending meetings or briefings
• Any other relevant information
Key Points

Be sure to find out the Planning Section Chief’s general expectations. The Resources Unit Leader needs to know the incident-specific aspects of his or her job description.
Key Points

ICS Form 201 – Incident Briefing

Depending on the status of the incident, you may not get information by traditional means. Be prepared for anything and be able to use it to employ the correct procedures for tracking resources. In some circumstances, a crinkled piece of paper may be your ICS Form 201, as pictured on this slide.

The Resources Unit Leader will get information from the map of the incident: the initial organizational chart (the personnel assigned to the incident) and the initial resources ordered (the equipment being used at the incident site thus far).
**Key Points**

The purpose of Exercise 2 is to provide participants with an opportunity to identify the key information needed from an Initial Briefing in order to perform in their role as the Resources Unit Leader.
**Topic**
Organizing Your Work Area

**Key Points**

The Resources Unit Leader should be close enough to the rest of the Planning Section so that he or she can communicate, but should have enough space so that others are not always looking over his or her shoulder.

If the Resources Unit Leader is filling the Status/Check-in Recorder function, he or she can't be right next to other personnel because there will be too much traffic. While you want to be in somewhat close proximity, you don't want responders who are checking in to be in the team's workspace.

When setting up workspace, the Resources Unit Leader should consider how many persons they are bringing in and how much wall space will be needed for charts, maps, and T-card racks. Also consider:

- Possible expansion of operations
- Traffic flow
- Adequate space for displays
- Adequate signage for all work locations
Organizing Your Work Area (cont.)

Set up a filing system for documentation
- Original IAP
- Corrected IAPs
- ICS Form 213s
- ICS Form 214s

Key Points

Set up a filing system for both electronic and paper documentation.

Track the chain of actions between the original and the corrected Incident Action Plan. Errors in the IAP may include typos or resources that are out of service or didn’t arrive.
Key Points

Upon arrival, you might need to order a Status/Check-in Recorder or supplies.

Be specific when filling out an ICS Form 213. Include the type and kind of resource, as well as when you want it to arrive.

ICS Form 213 includes the following:

- Description of what is needed
- Quantity
- Date and time needed
- Where it should be delivered
- Approval signatures

Follow the procedures established by the Planning Section Chief.
Unit 3 Overview of the Resources Unit

**Topic**

Unit Management Responsibilities

**Key Points**

Unit management responsibilities:
Determine Level of Staffing

ICS is designed so that staffing levels can be scaled up or down, depending on the size of the incident and the number of operational periods. Other factors include the number of Status/Check-in Recorders assigned and whether the Resources Unit Leader is performing as the Demobilization Unit Leader as well. The number of staff in each Unit varies; the Unit may consist of one person or many.

It is possible, on some occasions, to have more than one Resources Unit Leader at a time. If the responsibilities are being shared, everyone needs to coordinate ahead of time to ensure that all necessary tasks are accomplished.

During a large-scale incident where there may be multiple persons performing one function, unity of command needs to be established. All directions must originate with the Incident Commander and have a clearly designated path of communication. Incident geography, location, and layout may also affect staffing levels.
Topic
Supervise Unit Personnel

Supervise Unit Personnel

- Establish unit priorities
- Establish work cycles or shifts
- Make assignments and delegate tasks
- Provide for the safety, welfare, and accountability of unit personnel

Key Points

The Resources Unit Leader should identify and communicate the bigger picture. This includes what products are expected, where they will be, and in what quantities. The Resources Unit Leader should share this information with Unit staff. The Resources Unit Leader should define the expectations around Unit meetings, including attendees, duration, time, and location.
During an incident, it is important that personnel who work under you clearly understand what is going on. Brief and keep subordinates informed and updated. Give directions to each Unit so that they meet the incident objectives. If the entire team arrives at the same time, you can just hold one large Briefing. If they trickle in, you still need to make sure that they are caught up to speed individually.

Briefing topics may include:

- Type of incident
- Jurisdiction and command structure
- Environmental constraints
- Financial procedures and constraints
- Political considerations
- Security procedures
- Demobilization constraints and considerations
- Incident Action Plan
- Operational period accomplishments or trends
• Procedural changes
• Changes affecting the Unit
• Other pertinent information
Complete Performance Evaluations

- Monitor individual job performance
- Some agency personnel may ask for a performance evaluation on an ICS Form 225 - Incident Personnel Performance Rating

Key Points

Some personnel may ask for a performance evaluation to submit to their home agency. Different agencies have different requirements for performance ratings. If it is a trainee or someone with poor performance, a performance rating is generally completed. If there is a problem, it may be a training issue that you can handle right there. If someone is doing a good job, be sure to praise them. But keep it meaningful!

Monitor individual job performance and evaluate and take corrective action as necessary.

Use ICS Form 225, Incident Personnel Performance Rating.

Prepare position-specific performance evaluations and discuss the evaluation with the appropriate subordinate.
Topic: Interact With the Demobilization Unit

Key Points

Incidents are going to escalate, but there also may be times when you don’t need so many people and you can release them. Deal with your own resources and identify those who are ready for demobilization.

Follow these steps for demobilizing the Resources Unit.

1. Demobilize as directed by the Planning Section Chief
2. Brief Unit personnel on the procedures for closing out Unit operations
3. Release personnel by submitting an ICS Form 213, General Message Form, to the Demobilization Unit Leader
4. Inform Unit personnel about scheduled releases and demobilization procedures
5. Dismantle and return equipment and supplies
6. Prepare the Unit narrative and submit it to the Planning Section Chief (if required)
7. Deliver the required documents to the Documentation Unit as required by agency documentation standards.
Topic

Transfer of Position

Key Points

Transfer of position happens a lot if it is an ongoing incident. It is the Resources Unit Leader’s responsibility to pass on the necessary information to his or her successor.

If the Resources Unit Leader is demobilizing or transitioning to another team, he or she needs to put together a narrative transition document to help the new team.

Methods for conveying incident status information include:

- Formal Briefing
- Shadowing
- Written instructions or incident narrative
Objectives Review

1. What is the purpose of the Resources Unit?
2. What are some common responsibilities of ICS personnel and Unit Leaders?
3. What activities and supplies are needed to mobilize an incident?
4. What key information should be gathered from initial briefings?
5. What should the Resources Unit Leader consider when supervising and managing the unit?

Key Points

Unit Terminal Objective

Establish and manage the Resources Unit.

Unit Enabling Objectives

• Describe the purpose of the Resources Unit
• Identify and explain the common responsibilities of ICS personnel and Unit Leaders
• Identify and explain the responsibilities of the Resources Unit Leader
• Describe the activities and supplies needed to mobilize an incident
• List the Resources Unit Leader’s responsibilities upon arrival at an incident
• Describe the information gathered from the initial meetings, briefings, and documents
• Describe the Resources Unit Leader’s responsibilities in supervising and managing the Resources Unit