
Unit 7: Interactions



FEMA

Visual 7.1

Unit Terminal Objective

Identify key strategies for interaction with members of the Planning Section, members of the IMT, and personnel outside of the IMT.



FEMA

Visual 7.2

Unit Enabling Objectives

- **Describe the PSC's responsibilities in supervising and managing the Planning Section.**
- **Identify opportunities for interaction and information exchange.**
- **Identify non-Incident Command System personnel or groups the PSC may need to interact with on an incident.**



FEMA

Unit Overview

- Section Personnel Interaction
- IMT Personnel Interaction
- Non-IMT Interaction



FEMA

Visual 7.4

Interactions with Section Personnel



FEMA

Visual 7.5

Section Personnel

- **Due to the inherent responsibilities:**
 - **Managing the Planning Section requires strong supervisory and interpersonal skills.**
 - **Coach, taskmaster, cheerleader, and diplomat all rolled into one.**



FEMA

Interpersonal Skills

What are some characteristics of an effective supervisor?



FEMA

Visual 7.7

Establish Section Priorities

- What is needed?
- Who is responsible?
- When it is to be completed?
- How will it be displayed?
- How will it be delivered?
- What resources are available?



FEMA

Visual 7.8

Brief Subordinates

- **Brief and keep subordinates informed and updated.**
 - **Use daily Planning Section Meeting to convey info from C&GS Meetings.**
 - **Brief and share IMT Standard Operating Guides with non-team personnel.**
- **It is important that your staff clearly understands the status and constraints of the incident.**
 - **Social/Political issues**
 - **Demobilization timelines**
- **Give directions and support for each unit to meet the incident objectives.**



FEMA

Establish and Manage Expectations

- Identify priorities.
- Explicitly state expectations.
- Establish timeframes and schedules.
- Promote teamwork.
- Encourage two-way dialogue.
- Provide positive reinforcement.
- Be observant of Section and IMT interactions as well as yourself. Pulse check.

Handout 7-1: PSC Self-Evaluation



FEMA

Visual 7.10

Identify Performance Deficiencies

- Remember...they don't work for you, but they are working for you
 - Recognize and communicate immediately.
 - Recognize if it is a training issue.
 - Be supportive.
 - Provide counseling or corrective action as appropriate



FEMA

Visual 7.11

Provide Training Opportunities

Provide opportunities for training:

- **On-the-job training or Just-in-Time Training.**
- **Evaluate opportunities for a meaningful assignment.**
 - **Query your personnel for other interests or “hidden” talents.**
 - **Explore opportunities for them to learn a new skill.**
- **Recommend formal training at a later date.**



FEMA

Visual 7.12

Submit Timesheets

- **Ensure all personnel and equipment time records are completed correctly for each operational period.**
- **Provide authorizing signature.**
- **Turn into the appropriate time recorder.**



FEMA

Visual 7.13

Complete Performance Ratings

- Monitor individual job performance.
- Some agencies' personnel may ask for an ICS Form 225 Performance Rating.
 - Especially for personnel in trainee positions

Handout 7-2: ICS Form 225

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name:		2. Incident Name:		3. Incident Number:	
4. Home Unit Name and Address:			5. Incident Agency and Address:		
6. Position Held on Incident:		7. Date(s) of Assignment: From: To:		8. Incident Complexity Level: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
9. Incident Definition:					
10. Evaluation					
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4
11. Knowledge of the Job Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Include operational aspects such as marine safety, seamanship, almanac, etc., as appropriate.)	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as given against others or shifted rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	☐	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	☐
12. Ability To Obtain Performance Results Quality, quantity, timeliness, and impact of work.	☐	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department/unit. Maintained the status quo despite opportunities to improve.	☐	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality. Required same of subordinates. Results had a positive impact on IRT. Continuously improved services and organizational effectiveness.	☐
13. Planning/Preparedness Ability to anticipate, determine goals, identify relevant information, prioritize and deadlines, and create a shared vision of the Incident Management Team (IRT).	☐	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to prioritize and deadlines. Rarely had plan of action. Failed to focus on relevant information.	☐	Consistently prepared. Set high but realistic goals. Used sound criteria to prioritize and deadlines. Used quality tools and processes to develop action plans. Identified key information. kept supervisors and subordinates informed.	☐
14. Using Resources Ability to manage time, materials, information, money, and people (i.e., all IRT components as well as external public).	☐	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	☐	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager. Budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost-conscious, sought ways to conserve.	☐
15. Adaptability/Attitude Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations.	☐	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and modify work. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated a smooth transition. Adjusted direction to accommodate political realities.	☐
16. Communication Skills Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	☐	Unable to effectively articulate ideas and facts. Lacked precision, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. seldom proofread.	☐	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously.	☐
	☐		☐		☐



FEMA

Visual 7.14

Interactions with IMT Personnel



FEMA

Visual 7.15

Keep the IC Informed

- **Keep IC informed of Planning Section's operations.**
- **Discuss accomplishments and/or problems with IC.**
- **Use Command and General Staff Meeting or one-on-one meetings.**
- **Assure IC is involved with completion of ICS Form 209 or other Status Summary Reports.**



FEMA

Exchange Information

- Interaction and information exchange opportunities:
 - Formal meetings and briefings
 - Debrief Operations personnel at end of shift.
 - One-on-one meetings.
 - Casual conversations.
 - Be a good listener.



**Handout 7-3: Indicators of
IMT Success**



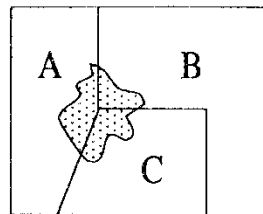
FEMA

Visual 7.17

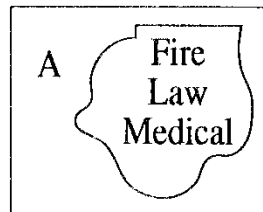
Unified Command

Increased role in coordination of Unified Commands

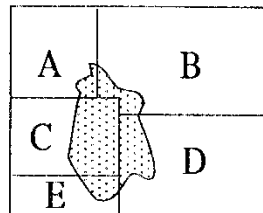
Unified Command Applications



Incidents that affect more than one political jurisdiction



Incidents involving multiple agencies within a jurisdiction



Incidents that impact on multiple geographic and functional agencies



FEMA

Area Command

- **Expect increase in demand for information.**
- **Expect increase in interaction.**
 - **Conference calls**
 - **Reporting requirements.**



FEMA

Visual 7.19

Interactions with Non-IMT Personnel



FEMA

Visual 7.20

Non-IMT Personnel

- People or groups outside of IMT that you may be working with, include:
 - EOC
 - Landowners
 - Cooperating agencies
 - Local governments
 - What are some additional examples?



FEMA

Visual 7.21

Special Considerations

- They are great sources of information that can support the IMT.
- Possible issues include:
 - Not understanding Incident Command System structure or reporting requirements.
 - Information requests.
 - Plans may be tasked with these requests.
 - Requests to modify objectives, strategies, or tactics.



FEMA



Activity 7.1: Management Solutions

Allotted Time: 60 minutes



FEMA

Visual 7.23

Objectives Review

- 1. What are some of the PSC's responsibilities in supervising and managing the Planning Section?**
- 2. What are the opportunities for interaction and information exchange?**
- 3. What non-ICS personnel or groups might the Planning Section Chief need to interact with on an incident?**



FEMA