
Unit 5: Information Gathering and Briefings

STUDENT GUIDE

Objectives

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

- Describe the information gathering and dissemination responsibilities of the Division/Group Supervisor
- Identify information that should be gathered from time of dispatch to arrival at the incident
- Identify what information should be gathered from an IAP
- Describe a Division/Group Resource Briefing
- Describe the purpose of an Assignment Line Briefing
- Identify information that should be gathered for the debrief and who should receive it
- Describe what information the Operations Section Chief may need from the Division/Group Supervisor

Methodology

This unit uses lecture, an exercise, and discussion.

Content from Unit 5 will be tested during the Final Exam. Instructors will evaluate students' initial understanding of the unit material through the facilitation of Exercises 4 and 5.

The purpose of Exercise 4 is to allow trainees to practice reviewing an IAP and identifying the information pertinent to their operations. Students will review the Central City Unrest IAP and answer questions regarding it. The instructor will discuss and provide feedback for any pertinent elements to ensure that the trainees collectively comprehend the answer and explanation to each of the questions.

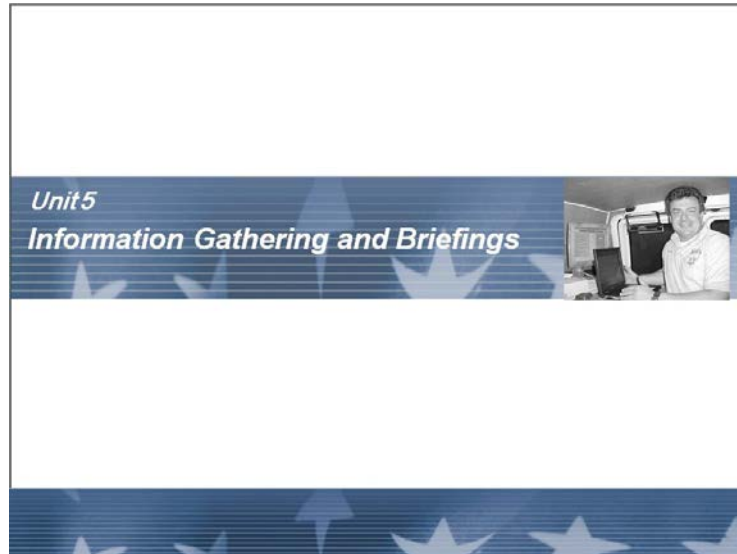
The purpose of Exercise 5 is to give trainees the opportunity to conduct a simulated Division/Group Resource Briefing. The instructor will first use an All-Hazards IAP (Central City Unrest) to demonstrate a Division/Group Resource Briefing. Following this demonstration, trainees will utilize different Forms 204 from the same IAP (Central City Train Derailment) to practice giving the briefing.

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.

Topic	Time
Lesson	2 hours, 15 minutes
Exercise 4	1 hour
Exercise 5	1 hour, 15 minutes
Total Time	4 hours, 30 minutes

TopicUnit Title Slide

**Key Points**

Scope Statement

Through this unit, students will gain an understanding of the Division/Group Supervisor's responsibility to collect, analyze, process, evaluate, and disseminate information as well as manage intelligence. Students will also discuss what type of information is most critical to obtain as well as identify who will both supply and demand the most information.

Topic Unit Objectives



Unit Terminal Objective

Describe the information gathering and dissemination responsibilities of the Division/Group Supervisor.

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Visual 5-2

The slide features a blue header with the title 'Unit Terminal Objective' and a horizontal line. Below the line is the objective text. At the bottom, there is a collage of five black and white photographs showing emergency responders in various scenes: a person on a stretcher, a person in a hazmat suit, a person in a hard hat, a person in a uniform, and a person in a uniform. The bottom of the slide has a blue footer with white stars and the text 'Unit 5: Information Gathering and Briefings' on the left and 'Visual 5-2' on the right.

Key Points

Unit Terminal Objective

Describe the information gathering and dissemination responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives

- Identify information that should be gathered from time of dispatch to arrival at the incident
- Identify what information should be gathered from an IAP
- Describe a Division/Group Resource Briefing
- Describe the purpose of an Assignment Line Briefing
- Identify information that should be gathered for debrief and who should receive it
- Describe what information the Operations Section Chief may need from the Division/Group Supervisor

Topic Information Gathering

Information Gathering

- Develop a mental picture
- Assess current incident conditions
- Create a plan of action
- Consider resources
- Plan ahead



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Visual 5-3

Key Points

If the Division/Group Supervisor's job is to translate objectives into tactics, he or she needs to predicate decision-making on information. A major component of the Division/Group Supervisor position is knowing where and how to seek out necessary information and how to synthesize it in a mental picture. For example, if you are traveling outside your home area, it's a good idea to take the "temperature" of the area and get information on the influence of different agencies, political issues, and local attitudes.

Information on current incident conditions can come from the radio, newspapers, or internal sources such as local responders.

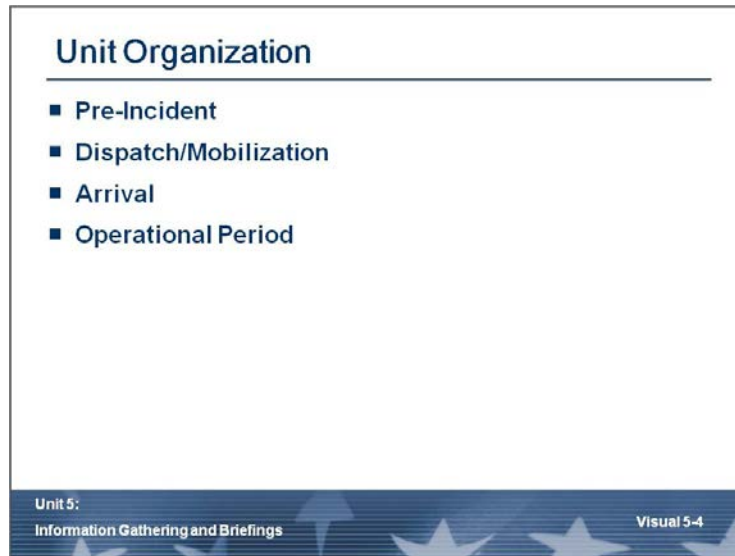
Maintain information flow between yourself and your subordinates. This can be accomplished through briefings, debriefings, face-to-face interactions in the field, or other means. If they interact with citizens, your subordinates will be the public face of the organization, so consider presenting information strategically.

Information gathering is essential to your success as a Division/Group Supervisor:

- You must have a mental picture of the development of the incident because it will help you to make accurate, effective, and safe decisions
- Incident conditions, like the weather forecast, enable you to predict the future development of the incident

- Based on the Agency Administrator Briefing, current conditions, and your prediction, develop a plan of action
- Based on the plan of action, you may request additional resources
- Plan as far ahead as possible

Topic Unit Organization



Key Points

The topics within this unit are ordered in the following way:

- Pre-Incident
- Dispatch and mobilization
- Arrival
- Operational period

Pre-Incident

- Training
- Incident experience appropriate to the incident
- Division/Group Supervisor Go-Kit

**Key Points**



Key Points

Follow directions from the instructor for discussion.

Topic Go-Kit Contents

Go-Kit Contents

- Briefing/debriefing check sheet(s)
- Division/Group Supervisor Checklist
- ICS Form 420-1 - FOG
- PTB
- Forms
- Handout 5-1: Division/Group Supervisor Checklist



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Visual 5-7

Key Points

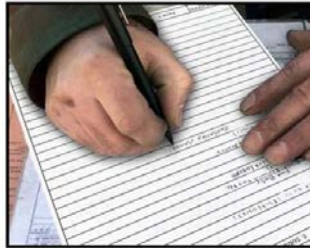
The Division/Group Supervisor Checklist is a useful tool that covers many of the pre-arrival through end-of-shift responsibilities (in particular, those related to information gathering and dissemination) of the Division/Group Supervisor.

Most of what the Division/Group Supervisors carry is related to communications and PPE. Some essential elements of the Go-Kit include:

- Briefing/debriefing check sheet(s)
- Division/Group Supervisor Checklist
- ICS Form 420-1 - FOG
- PTB
- Forms

Dispatch/Mobilization

Start gathering information at the time of the request on the Division/Group Supervisor Checklist.



Key Points

Topic Information Gathering

Information Gathering

Information from agency dispatch:

- Incident and order #
- Reporting times, locations, and date
- Radio frequencies
- Special travel route and restrictions
- Incident type

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Visual 5-9

Key Points

Get as much information about the incident as you can from your agency dispatch, including the following:

- Incident and order number
- Reporting times, locations, and date
- Radio frequencies
- Special travel route and restrictions
- What kind of incident you are responding to?

Topic Information Gathering (cont.)

Information Gathering (cont.)

Additional sources of incident pre-arrival information include:

- Commercial radio stations
- Monitor incident tactical and command frequencies
- TV news

Start the development of the Activity Log



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Visual 5-10

Key Points



Key Points

Check-in with:

- Status/Check-In Recorder through ICS Form 211
- Incident Commander or dispatch, depending on the incident


Topic

Briefing

Briefing

Briefing with Operations Section Chief or Branch Director

- Verbal (no IAP)
- On an individual basis as people arrive
- Brief, only a few minutes



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Visual 5-12

Key Points

Briefing with Operations Section Chief or Branch Director:

- Verbal (no IAP)
- Essentially functions as your IAP and assignment
- Conducted on an individual basis as people arrive
- Brief, only a few minutes

Topic Briefing (cont.)

Briefing (cont.)

Briefing with Operations Section Chief or Branch Director (cont.):

- Who will you work for?
- Who has jurisdiction?
- What is the current incident status?
- What type of resources will you be managing?
- Are there any special considerations?

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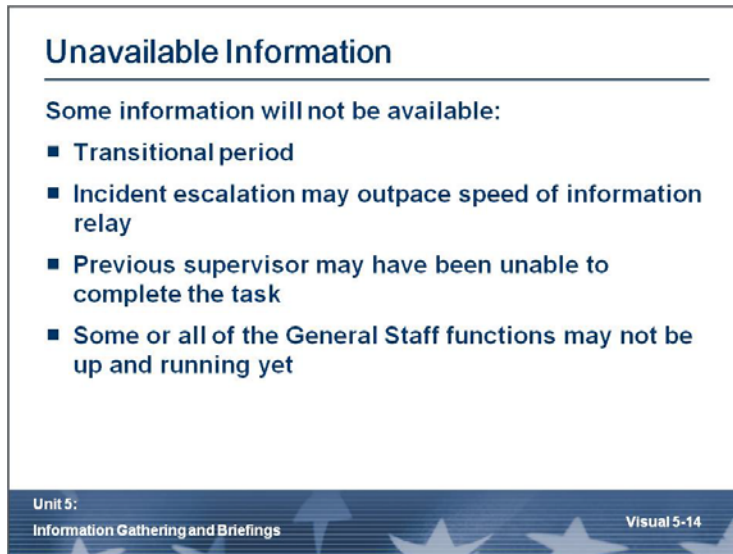
Visual 5-13

Key Points

Briefing with Operations Section Chief or Branch Director (cont.):

- Who will you work for?
 - What is the chain of command?
- Which agencies have jurisdiction?
- What is the current status of the incident?
- What type of resources will you be managing?
- Are there any special considerations to be aware of?
 - Are there any limitations?
 - What is the political climate?

Topic Unavailable Information



Unavailable Information

Some information will not be available:

- Transitional period
- Incident escalation may outpace speed of information relay
- Previous supervisor may have been unable to complete the task
- Some or all of the General Staff functions may not be up and running yet

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Visual 5-14

Key Points

Some information will not be available. This may happen for several reasons:

- The incident is in a transitional period
 - From initial attack to extended attack
 - From extended attack to major attack
- The incident is escalating faster than the information can be relayed
- The previous supervisor was unable to complete the task
- Some or all of the general staff functions may not be up and running yet

Topic Unavailable Information (cont.)

Unavailable Information (cont.)

- This is no excuse for you to not do your job
- In fact, if or when this happens, doing your job becomes much more important



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Visual 5-15

Key Points

Topic Take Initiative When Gathering Information

Take Initiative When Gathering Information

- Survey assignment
- Develop inventory of assigned resources vs. needed resources
- Observe safety considerations and mitigating options

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Visual 5-16


Key Points

- Survey your assignment
- Develop your own inventory of assigned resources versus needed resources
- Observe safety considerations and tactics you might take to mitigate safety risks or hazards

Topic ICS Form 201

ICS Form 201

- When you go out to your assignment, start observing and gathering information
- Utilize a blank 201 to organize the information gathered



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Visual 5-17

Key Points

You need to get out to your assignment, develop your own inventory, and then brief your assigned resources on what you have found. ICS Form 201 is an organizational tool for doing this. If the initial response Incident Commander filled out a Form 201, review it; it may be a valuable source of information.

Topic Briefing with the IAP

Briefing with the IAP

- Obtain briefing from either your supervisor or attend the Operational Period Briefing
- Obtain copies of the current IAP



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Visual 5-18

Key Points

As a Division/Group Supervisor, you are required to attend the Operational Period Briefing. What about your subordinates? Task Force Leaders and Strike Team Leaders should attend.

Topic Briefing with the IAP (cont.)

Briefing with the IAP (cont.)

- Read and understand all the pages of the IAP
- Ensure that you understand the current objectives, priorities, and time frames
- Know what, if any, contingency plans have been developed

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Visual 5-19

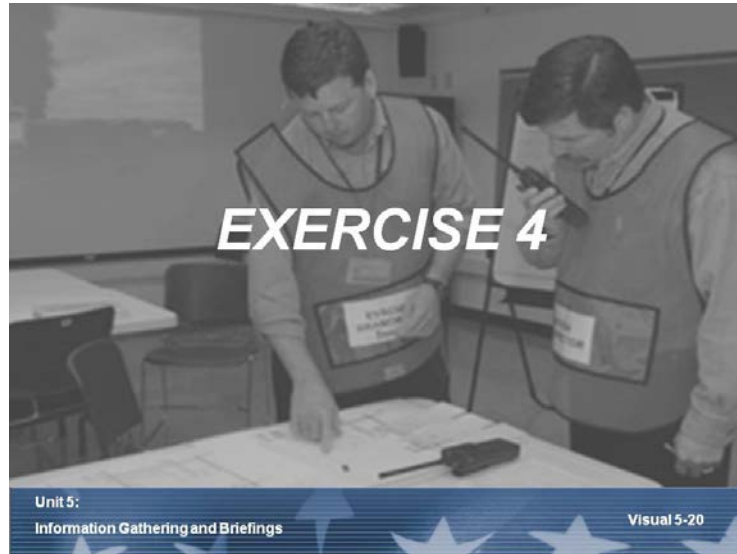
Key Points

Read and understand all the pages of the IAP:

- Known safety hazards
- Radio frequencies
- Incident maps
- Division boundaries:
 - Identify the Division/Group Supervisors for these other divisions and know how to get a hold of them

Ensure you understand the current objectives and priorities as well as what time frames you will be required to work under.

Know what, if any, contingency plan or plans have been developed.


**Key Points**

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

Topic Division/Group Resource Briefing

Division/Group Resource Briefing

It is your responsibility to brief all your subordinates prior to going out to the incident.



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Visual 5-21

Key Points

Once the initial information has been gathered, there are additional opportunities to gather and share critical incident information throughout the Operational Period. The discussion will now transition from gathering information into briefing subordinates about the information gathered.

It is your responsibility to brief all your subordinates prior to going out to the incident. This is one way of ensuring that you address your primary responsibility—the safety of your resources.

Topic Division/Group Resource Briefing (cont.)

Division/Group Resource Briefing (cont.)

A meeting of your Division/Group assigned resource leaders

- Held after the operational briefing
- Usually just a few minutes

Ensures that operational objectives and tactical assignments are understood

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Visual 5-22

Key Points

The Division/Group Resource Briefing is a meeting held with the assigned resource leaders of your Division or Group:

- Held after the Operational Briefing, at a location that you designate, away from the main group
- Usually only takes a few minutes, but can last longer depending on what work needs to be done
- Ensures that operational objectives and tactical assignments are understood

Topic Division/Group Resource Briefing (cont.)

Division/Group Resource Briefing (cont.)

- Establishes open, two-way communication
- Allows you to most effectively utilize assigned resources to address division objectives
- Provides an opportunity to emphasize your commitment to safety

Unit 5:
Information Gathering and Briefings Visual 5-23

Key Points

To ensure that the operational objectives are being met, you must guarantee that open, two-way communication is established between you (the Division/Group Supervisor) and all of your assigned resources. The information you exchange will allow you to most effectively utilize assigned resources to address division objectives. This information flow from you to your subordinates will also provide an opportunity to emphasize your commitment to safety.

TopicDivision/Group Resource Briefing Topics

Division/Group Resource Briefing Topics

- General
- Safety
- Operations
- Handout 5-2: Division/Group Briefing Topics



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Visual 5-24

Key Points

TopicResource Briefing Topics

Resource Briefing Topics

General:

- What are the incident objectives?
- What are the Division/Group priorities?
- What are the Division/Group assignments?

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Visual 5-25

Key Points

Topic Resource Briefing Topics (cont.)

Resource Briefing Topics (cont.)

Safety:

Obtain assessments from direct reports regarding their:

- Crews' state of readiness
- Fatigue
- Experience levels
- Equipment
- Physical conditions, etc.

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Information Gathering and Briefings

Visual 5-26

Key Points

S a f e t y

- Obtain assessments from direct reports regarding their:
 - Crews' state of readiness
 - Fatigue levels
 - Experience levels
 - Equipment
 - Physical conditions

Topic Resource Briefing Topics (cont.)

Resource Briefing Topics (cont.)

Safety (cont.):

- Proper PPE for type of incident
- Personnel accountability system used
- Emergency communication procedures

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Visual 5-27

Key Points

Safety (cont.)

- Verify all responders have proper PPE for type of incident
- Ensure the personnel accountability system is used
- Emergency communication procedures regarding:
 - How to order incident-related medical help
 - Who to notify of incident-related injuries or accidents

Topic Resource Briefing Topics (cont.)

Resource Briefing Topics (cont.)

Safety (cont.):

- State of weather and forecast
- Travel to drop points or meeting places
- Expected shift and rest requirements

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Visual 5-28

Key Points**Rest Requirements**

Whose responsibility is it to ensure that everyone gets enough rest? Ultimately, it's the Incident Commander's responsibility. The Incident Commander will give directions through the IMT that rest guidelines will be followed. The Operations Section Chief will announce the guidelines at a briefing and the guidelines will be posted in front of the Demobilization Unit in the Planning Section. The direct supervisors (Division/Group Supervisors) are then responsible for figuring out if someone has had enough sleep; if the individual is in your chain of command, you are responsible for ensuring they comply with the work–rest guidelines mandated by the Incident Commander.

Safety (cont.)

- Review the state of weather and forecast
- Travel to drop points or meeting places
- Discuss the expected shift and any rest requirements that may be needed:
 - Operational periods vary by hazard
 - Normally, operational periods are 12 hours


- While operational periods can be 24-hours long, it's usually only for a good reason (for example, operational periods may be 24 hours if the travel time to the incident response site is significant)
- For every 2 hours of work, responders should get 1 hour of rest

Topic Resource Briefing Topics (cont.)

Resource Briefing Topics (cont.)

Operations:

- Expectations of Division resources
- Control
- Significant events



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Visual 5-29

Key Points**Operations**

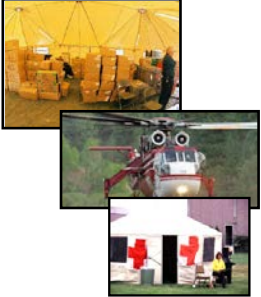
- Review your expectations of Division/Group resources.
- Define control:
 - Measure of assigned task versus progress
 - Provide periodic updates of progress
 - Set timeframes when reports are needed, to the minute and hour
- Identify significant events:
 - Use ICS Form 214
 - Identify injuries, illnesses, accidents, and property damage

Topic Resource Briefing Topics (cont.)

Resource Briefing Topics (cont.)

Operations (cont.):
Resources should identify:

- Additional needs
- Air
- Medical
- Excess resources
- Out-of-service equipment



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Visual 5-30

Key Points

If resources have needs, let them know to inform you. Make sure this message is passed in the briefing.

Operations (cont.)

Resources should inform you of:

- Additional needs (e.g., engines, technical specifications)
- Air (e.g., authority and procedure)
- Medical—Assign resources to handle Division/Group medical emergencies
- The need to reassign excess resources
- Out-of-service equipment

Topic Resource Briefing Topics (cont.)

Resource Briefing Topics (cont.)

Operations (cont.):
Ensure that everyone knows of any:

- Hazard-specific concerns
- Agency-specific concerns



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Visual 5-31

Key Points**Operations (cont.)**

Ensure that everyone knows of any:


- Hazard-specific concerns (for example, environmental or structural)
- Agency-specific concerns (economic, political, work–rest cycles, policies, or contracts)

Topic Resource Briefing Topics (cont.)

Resource Briefing Topics (cont.)

Operations (cont):

- Logistics issues
- Finance issues
- End-of-shift procedures



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Visual 5-32

Key Points**Operations (cont.)**

- Logistics:
 - Authority and procedures for supplies
 - Accountability
- Finance:
 - Shift tickets and time reports
 - Identify location of rental equipment on division
- End-of-shift procedures:
 - When to leave Division/Group work site
 - Documentation requirements of assigned resources
 - Pick-up points
 - Accomplishments
 - Safety issues you ran into

- Off-shift expectations
- Debrief with on-coming resources

**Key Points**

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

Topic Operational Period

Operational Period

Assignment Line Briefing:

- Once on the division, you should brief your assigned personnel again as to specific job assignments, safety, and time frames for completion at assignment
- An opportunity to exchange new information gathered from off-going Division resources

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Visual 5-34

Key Points

Assignment Line Briefing

- Once on the Division, you should brief your assigned personnel again as to specific job assignments, safety, and time frames for completion of assignment
- This is also an opportunity to exchange new information gathered from off-going Division resources:
 - On-coming Division resources should take advantage of the opportunity to debrief off-going resources about tactics, problems, and remaining tasks
 - This information should then be shared between the Division/Group Supervisor and the Division resources
 - Make sure your resources know that you want this information
 - The on-coming Division/Group Supervisor should debrief with the off-going Division/Group Supervisor

Topic Survey Assignment

Survey Assignment

After you have given out the assignments, survey your assignment:

- Check out Hazards first
- Check Priorities, and receive input from your subordinates
- Make note of any changes from the IAP and report these to your supervisor

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Visual 5-35

Key Points

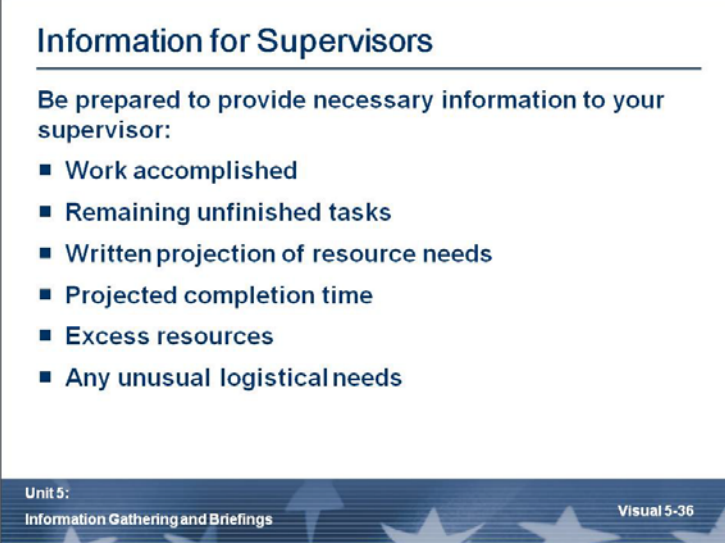
After you have given out the assignments, you need to survey your assignment (this concerns more information gathering throughout the operational period):

- Check out HAZARDS first.
- Check PRIORITIES, and receive input from your subordinates.

Remember: The safety of your resources is your top priority.

Make note of any changes from the IAP, and report these to your supervisor. Any changes to the IAP need to be noted on the ICS Form 214.

Topic Information for Supervisors



Information for Supervisors

Be prepared to provide necessary information to your supervisor:

- Work accomplished
- Remaining unfinished tasks
- Written projection of resource needs
- Projected completion time
- Excess resources
- Any unusual logistical needs

Unit 5:
Information Gathering and Briefings

Visual 5-36

Key Points

Be prepared to provide necessary information to your supervisor:

- Work accomplished
- Remaining unfinished tasks
- A written projection of resource needs for the next operational period on ICS Form 214
- Projected completion time of your primary objectives (perfect guess is not expected)
- Excess resources
- Any unusual logistical needs

Topic Fiscal Accountability

Fiscal Accountability

The Division/Group Supervisor must maintain financial accountability:

- Accountable property should be located, documented, and reported to the proper unit for recovery
- Make sure shift tickets on any hired equipment are signed
- Communicate any potential claims to Finance/Administration Section

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Information Gathering and Briefings

Visual 5-37

Key Points

The Division/Group Supervisor must maintain the Division or Group's financial responsibility:

- Accountable property should be located, documented, and reported to the proper unit for recovery
- Make sure shift tickets on any hired equipment are signed
- Communicate any potential claims to Finance/Administration Section:
 - Keep them informed of comps or claims
 - Be as accurate as possible

Topic Before Going Off-Shift

Before Going Off-Shift

- Make sure that everyone you supervise is accounted for
- You should be the last person off the Division
- Brief the on-coming Supervisor



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Information Gathering and Briefings

Visual 5-38

Key Points

At the end of the operational period, there are certain responsibilities that the Division/Group Supervisor **MUST** complete before going off-shift:


- Make sure that everyone you supervise is accounted for
 - Division/Group Supervisors should be the last person off the Division
- Brief the on-coming Supervisor about what has been accomplished or not accomplished and any other important information about the assignment

Topic Debriefing Responsibilities

Debriefing Responsibilities

The Division/Group Supervisor must debrief the following sections:

- Operations Section Chief or Branch Director
- Resource Unit
- Situation Unit
- Finance/Administration Section



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Visual 5-39

Key Points

At the end of the operational period, there are certain responsibilities that the Division/Group Supervisor **MUST** complete prior to going off-shift: (cont.)

The Division Supervisor must debrief the following sections:

- Operations Section Chief or Branch:
 - Progress of division objectives
 - Reconfirm resource needs for next operational period
 - Debrief any problems encountered
- Resource Unit:
 - Confirm what resources were assigned and the status of all assigned resources
- Situation Unit:
 - Update map as to progress made
 - Provide the weather observations taken
- Finance/Administration Section:
 - Follow up on any hired equipment and turn in shift tickets

- Report on contract problems or issues

Topic

Documentation

Documentation

- Update Operations Section Chief with information for ICS Form 215
- Complete Debriefing Form
- Complete personnel evaluations
- Handout 5-3: Division/Group Operational Debriefing Form

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Visual 5-40

Key Points

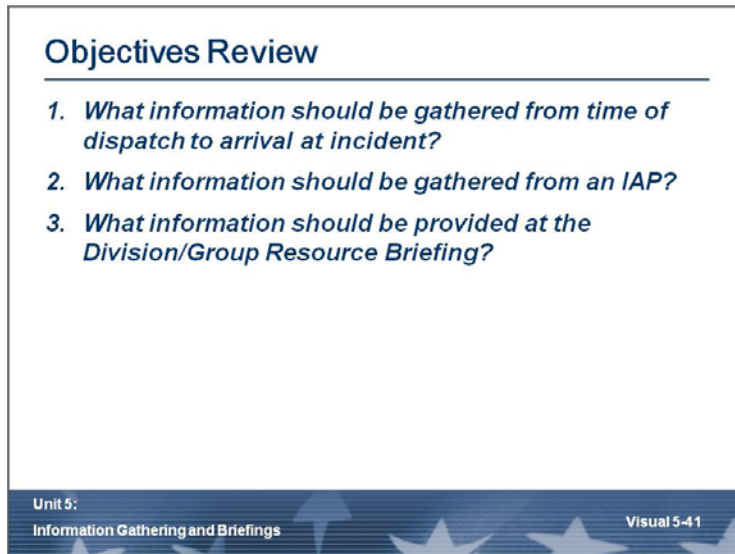
Update Operations Section Chief with information for ICS Form 215.

Debriefing Form

- An organizational tool for recording and disseminating information about current the operational period to the above sections
- Used for planning purposes of next operational period

Complete any personnel evaluations and turn them into the Documentation Unit.

Topic Objectives Review



Objectives Review

1. *What information should be gathered from time of dispatch to arrival at incident?*
2. *What information should be gathered from an IAP?*
3. *What information should be provided at the Division/Group Resource Briefing?*

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Visual 5-41

Key Points

Unit Terminal Objective

Describe the information gathering and dissemination responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives

- Identify information that should be gathered from time of dispatch to arrival at incident
- Identify what information should be gathered from an IAP
- Describe a Division/Group Resource Briefing

Topic Objectives Review (cont.)

Objectives Review (cont.)

4. *What is the purpose of an Assignment Line Briefing?*
5. *What information should be gathered for debrief and who should receive it?*
6. *What information will the Operations Section Chief ask from the Division/Group Supervisor?*

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Visual 5-42

Key Points

Unit Terminal Objective

Describe the information gathering and dissemination responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives

- Describe the purpose of an Assignment Line Briefing
- Identify information that should be gathered for debrief and who should receive it
- Describe what information the Operations Section Chief may need from the Division/Group Supervisor