

EMERGENCY RESPONSE PLAN

5 PART MODEL BASED ON FEMA

This framework is meant as a general guideline to help you create your ERP and helps to give you an idea of how your information could be sectionalized. Most people tend to group their information according to a common topic (i.e. Procedures for Medical Emergencies, Procedures for Fires). Some information (e.g. phone numbers or general/ specific rules) may have to be repeated in your ERP for a number of different procedures. Instead of repeating the information in each procedure, it would make for easier reference if all related information were captured under the same section. It also allows for a more detailed Incident Action Plan if you are able to sift the information through a standard formatted ERP.

The following headings can be used as Chapters to break up the ERP into 5 manageable parts. Some parts will be more relevant to high level management and others to staff on the ground. Some organisations assign colours to each chapter so it's easy to search the ERP or to one can even completely separate each section into separate 'booklets'.

1. Principals to Managing an Incident

Below is a suggested list of 14 incident command principals. We suggest you keep these in as they form an integral part of incident management. These form part of your standard rules and regulations and should be general knowledge to all your employees.

Your principals are practices and considerations that should be followed in managing each incident. We recommend that you involve your Health & Safety committee when designing these principals. It should be mandatory for all employees to familiarize themselves with these principals even if they do not have key roles in your ICS.

• **Modular Organisation.**

The incident command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

As applied in this company:

We use the FEMA endorsed Incident Command System in conjunction with an Incident Management Centre.

By this system we have divided the people in our emergency management team into three groups – those people that are in charge of the incident, those that are in charge of “operations” on scene and those that are in charge of logistics.

We adhere to a model of **Gathering Information, Decision-Making, and Executing a Plan.**

• **Information and Intelligence Management.**

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

As applied in this company:

In following the Incident Command System endorsed by FEMA, processes are put in place for the sharing and management of incident-related information.

In adhering to the model of Gathering Information, Decision-Making and Executing a Plan we ensure that processes are in place for the gathering of information.

• **Management by Objectives.**

Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.

As applied in this company:

Incident Management Plans are used to fulfill this function. IMP's must include the objectives to be achieved and this must be communicated to all parties.

• **Integrated Communications.**

Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

As applied in this company:

Communications during incidents are channeled through the Incident Coordinator

Communications during incidents are only in English

The radio channel used during incidents is [channel 2]

GPS is used on m.s

Only those who are called into the situation by the Incident Coordinator communicate on the radio during the management of incidents.

• **Common Terminology.**

Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

As applied in this company:

RC refers to Regional Incident Co-ordinator

IC refers to Incident Co-ordinator

LC refers to Logistics Chief

OC refers to Operations Chief

Back office refers to the area behind reception

Meeting point refers to the area by the. [.....]

First responder refers to the first person to give medical attention to the patient.

[add additional terms]

• **Transfer of Command.**

The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

As applied in this company:

Part 2 of this ERP establishes rules around the command structure to be followed in an incident.

Incident Management Plans and other documents contained in this ERP are utilized to ensure essential information is captured.

• **Reliance on an Incident Action Plan.**

Incident Action Plans (IAP's) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

As applied in this company:

It is understood that (IAP) in critical incidents are derived by the Incident Management team.

It is understood that at times non-critical incidents may be effectively management using the Situation Specific Incident Management Plans contained in Part 3 of this IRP.

Part 3 of this document is the reference point for all information pertaining to Incident Management Plans.

• **Unified Command.**

In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

- **Manageable Span of Control.**

Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

- **Predesignated Incident Locations and Facilities.**

Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Landing strips, and Heli-spots. Additional facilities such as Mass Casualty Triage Areas and others may be added as required.

As applied in this company:

Part 5 of this IRP details predesignated facilities such as Helipads and Meeting Areas.

The [camp manager's office] has been designated as the Incident Command Post (ICP). This ICP always has a 'pack' of the following items easily to hand:

- This ERP
- A pad of paper
- A pencil and eraser and pen
- A computer with internet connection and email/ skype capability
- GPS download track-log capability
- A landline/ satellite phone
- A radio
- A digital camera with ability to easily transfer photographs onto the computer in order to be emailed.
- A torch
- A First Aid kit

- **Chain of Command and Unity of Command.**

Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

- **Accountability.**

Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

Check - In. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Incident Management Plan. Response operations must be directed and coordinated as outlined in the IMP.

Unity of Command. Each individual involved in incident operations will be assigned to only one supervisor.

Span of Control. Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

Resource Tracking. Supervisors must record and report resource status changes as they occur.

Roll - Call. After an incident, all responders should report back to the Operations Chief at the staging area for a "roll call" to confirm stand down and ensure well being of all responders.

- **Resource Management.**

Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

- **Deployment.**

Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

2. Incident Command System Roles

In this section you define roles and allocate responsibilities to individual people. In most instances you would have the same people filling the same roles, however might change according to the duty roster. It is very important to fill these roles according to the individual's competencies. The incident commander ultimately should have authority to act as a decision maker together with the incident managers.

3. General Approach to an Incident

A general approach to an incident does not follow a set checklist, but instead provides guidelines on how the incident may unfold depending on the circumstances of the incident. There are certain steps you may have to consider however there could be some significant factors that could drastically change your action plan to a specific incident. In

the template we use a flowchart diagram to illustrate your response to this incident. The flowchart demonstrates a decision tree, which allows your course of action to follow different options depending on how the incident unfolds. Your general approach is not your IAP, but does provide valuable input to help devise your IAP.

4. Task Specific Checklist

These sections of your document are very specific and very detailed. They outline specific tasks in a checklist style, which contain mandatory information.

This will always be required in a particular format. This information can be captured in the Task Specific Checklist section and can be linked to general approach to an incident. A number of different tasks from your checklist are performed to complete an objective in your IAP.

5. Reference Section

This section contains reference material that may be useful during incident management. This is standard information and is not likely to change. The information listed here will be required in a number of task specific checklists. This should be easily accessible, should anyone require this information and would work better on one point of reference instead of repeating it on each checklist. This section should also contain important forms, which may be required on a regular basis.