

Overview of Unified Command (UC)

LNO

JIC

IMS Overview



► Incident Management System (IMS)

- National standard for managing all-hazard incidents for the last 40 years

► IMS specifically designed for Emergency Operations

Peacetime vs. Wartime



- ▶ **Process must be in place to accept the rapid change**
- ▶ **Everybody has to be on board with the change**
- ▶ **Emergency Services come to work expecting wartime operations**
- ▶ **Hope is *never* a viable plan**



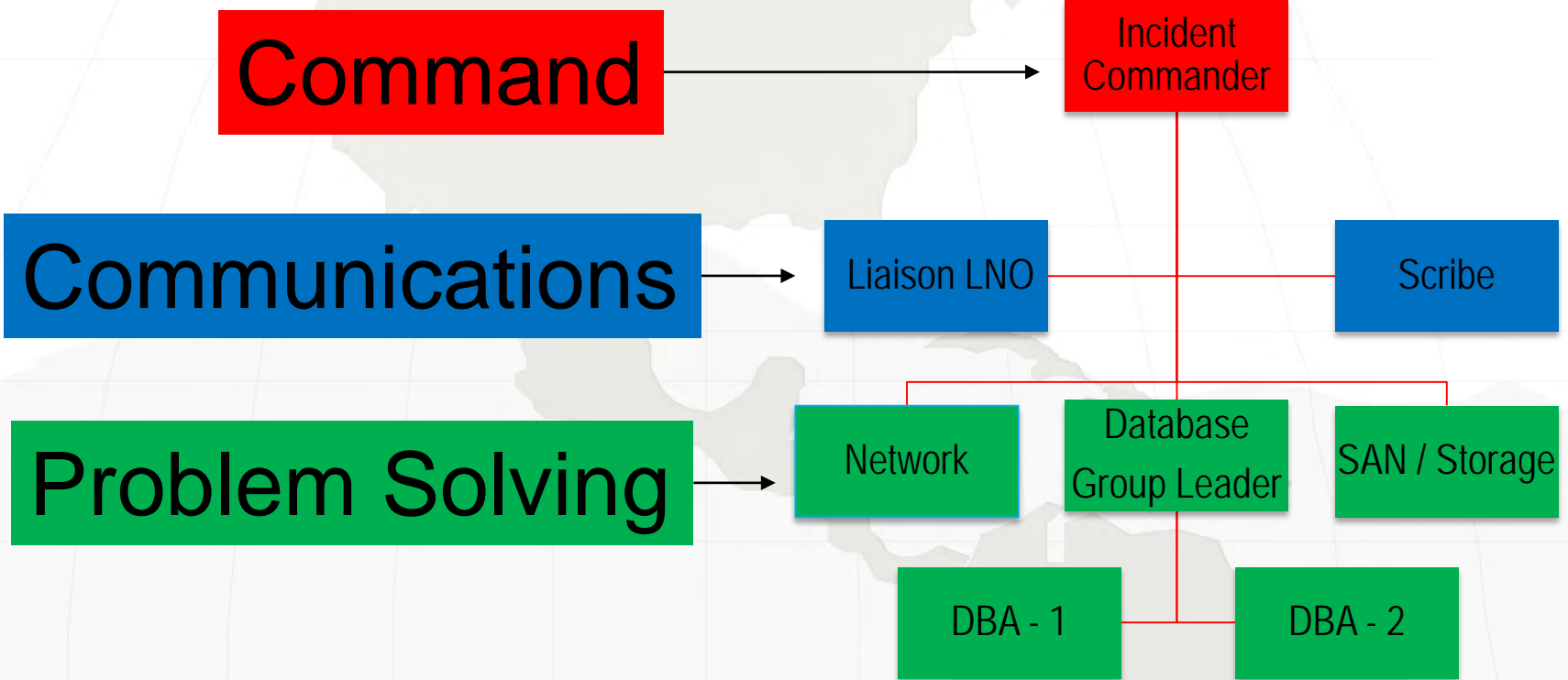
Peacetime is Peacetime

Wartime is Wartime



Keep Resolution Clear and Directed

3 Distinct Activities Occur During Incident Resolution



CAN Report and/or storytelling



Conditions

What's happening?

Signs, Symptoms and Assumptions

Actions

What's being done?

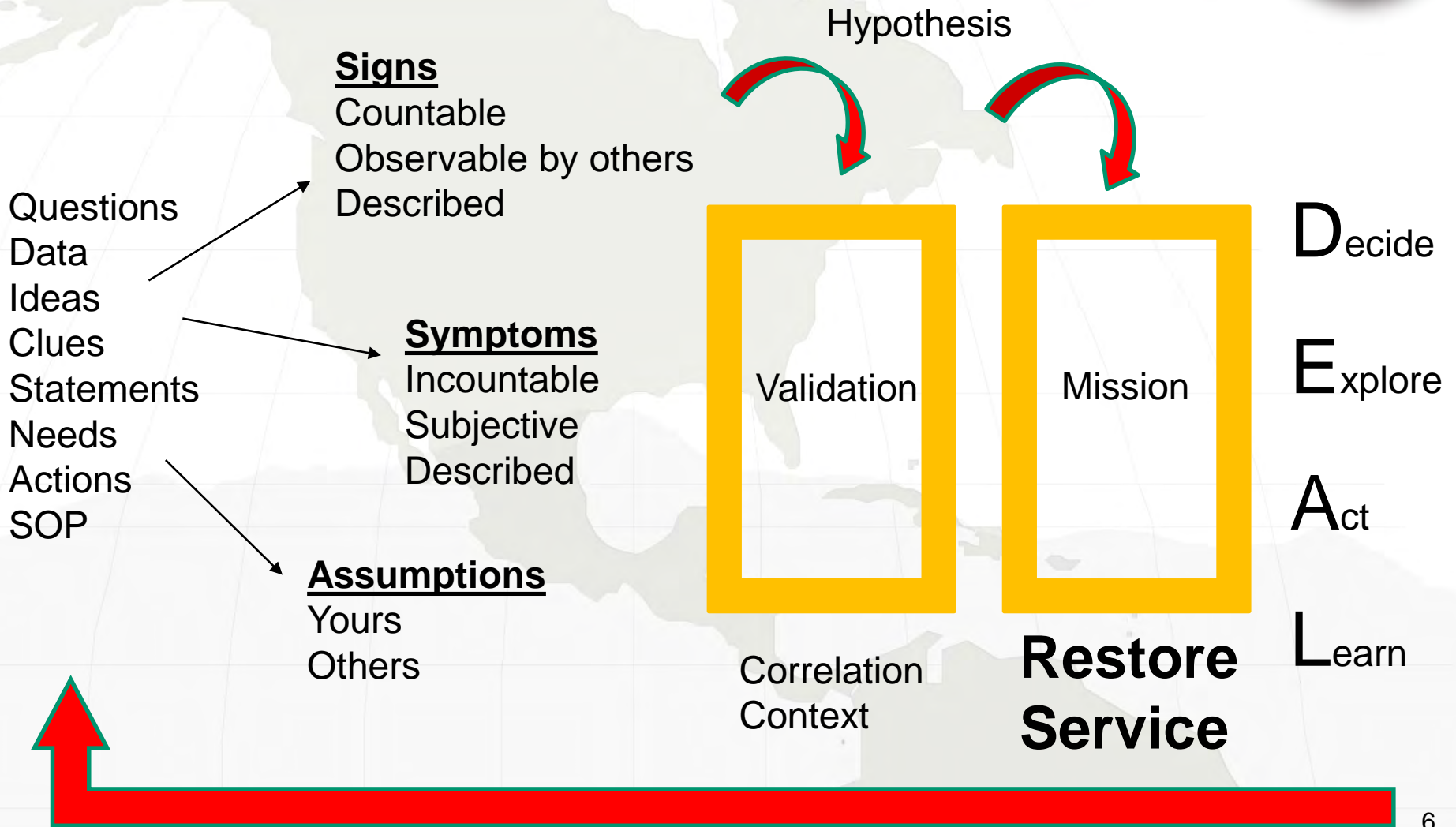
Needs

What are the needs?



Always consider the consumer of the CAN report before giving it!

Decision Lifecycle©



Role of SME's in Response



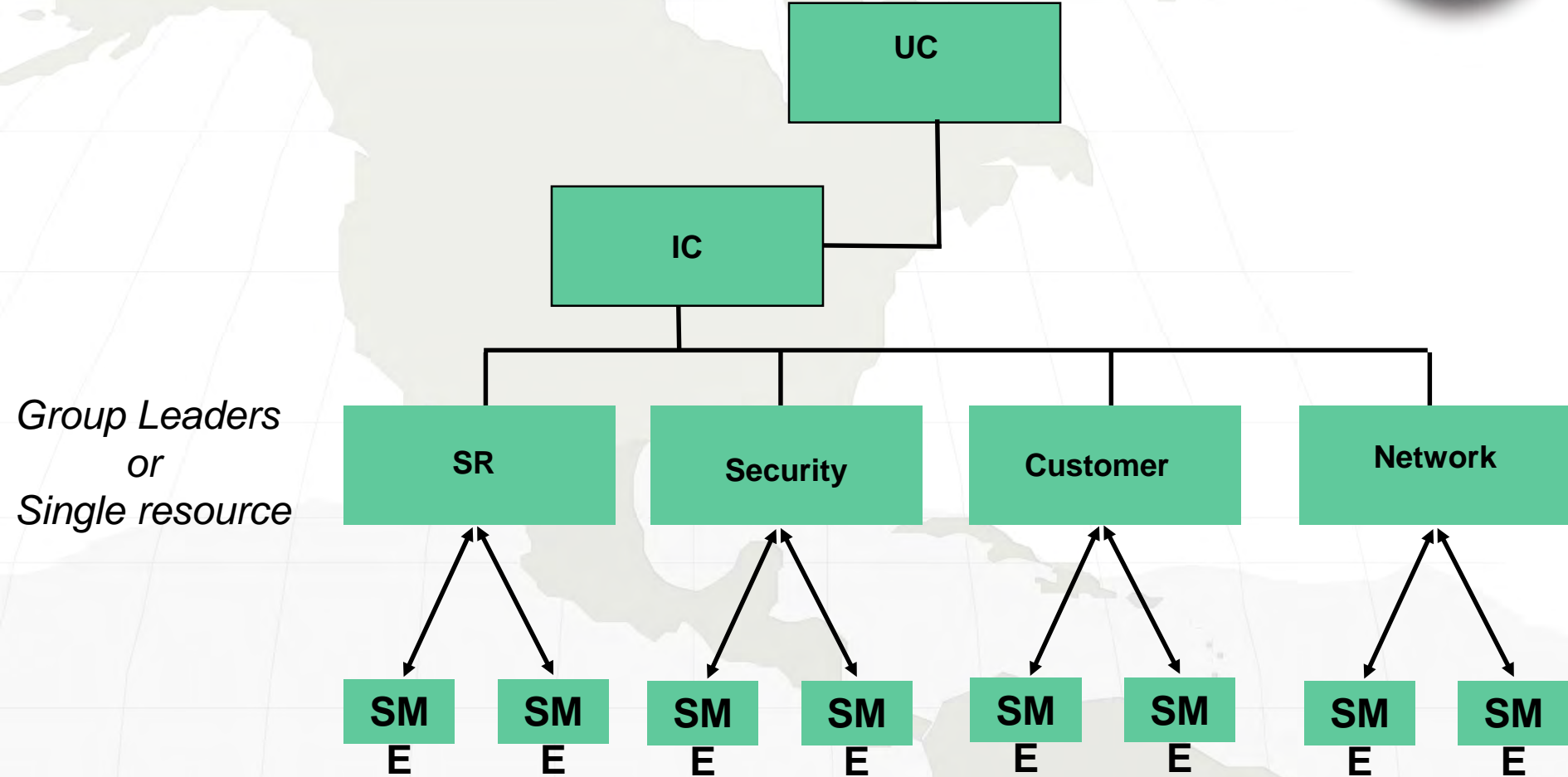
- ▶ **Your role = a Subject Matter Expert (SME) to make *recommendations***
- ▶ **Arrive in a timely fashion**
- ▶ **Identify yourself by name and function when entering the bridge**
- ▶ **Ensure your work environment is quiet**
- ▶ **Speak up, speak clearly, be direct and factual**
- ▶ **Respect IC timeline**
- ▶ **If you need more help – ask for it**
- ▶ **Never let the IC fail!**

Role of Executives in IMS



- ▶ **Identify yourself by name and function when entering the bridge**
- ▶ **Ask Incident Commander, “What do you need?”**
- ▶ **Arrive to provide support**
- ▶ **Protect the problem solving effort**
- ▶ **Support IC timeline**
- ▶ **Facilitate escalations**

Unified Command



During complex incidents, Unified Command is formed for business and policy decisions.

Field to EOC relationship



Tier 1



UC



IC



SME

Unified Command



▶ **An advanced form of IMS**

- Used in complex incidents
- Multiple business units or entities involved
- Complex incident requiring executive policy decisions

▶ **Different entities work together**

- Each entity has group leaders that report to Incident Commander
- Establish a common set of objectives and strategies across all business units
- Develop a single Incident Action Plan (IAP)

The Role of UC



- ▶ **High Level Coordination between Entities**
 - Policy level decision makers
 - Receive and process information
 - Supports allocation of resources to incident
 - Communications up to Executive levels
 - Communications down to Tactical levels
- ▶ **Specific activities**
 - Determined by the incident

UC terms and Definitions



UC (Unified Command): A group of senior leaders assembled to provide support and direction to the IC and the incident resolution effort. UC also serves as an information conduit between the IC and the Tier 1 group.

UCL (Unified Command Leader): A person selected by the UC group to act as the lead person for the operational period. The position, like any other position in IMS, is a job function that can pass from one person to another. The UCL is typically filled by the senior ranking business unit representative with the lead role in problem solving.

Tier 1: Executive leaders on call or requested to respond to make high-level business decisions, which may determine incident tactical objectives.

UC terms and Definitions



IAP (Incident Action Plan): A written or verbal plan, that may be simple or complex, is agreed upon and supported by IC, UC, and Tier 1. No other individual or business unit should be taking action NOT in the IAP without knowledge/permission of the senior person representing the IC, UC or Tier 1.

OCE (On-Call Executive): The OCE, a 7x24 role, is the first point of contact for UC. Depending on the nature and severity on the incident, the OCE takes action to make further notifications and convene the appropriate Tier 1 members virtually or in person.

Operational Period: A timeframe set by the IC for which a particular set of tactical objectives will be met. This timeframe could be minutes, hours, days or longer. The IC should communicate the stated Operational Period to the entire group responders.

Building Unified Command



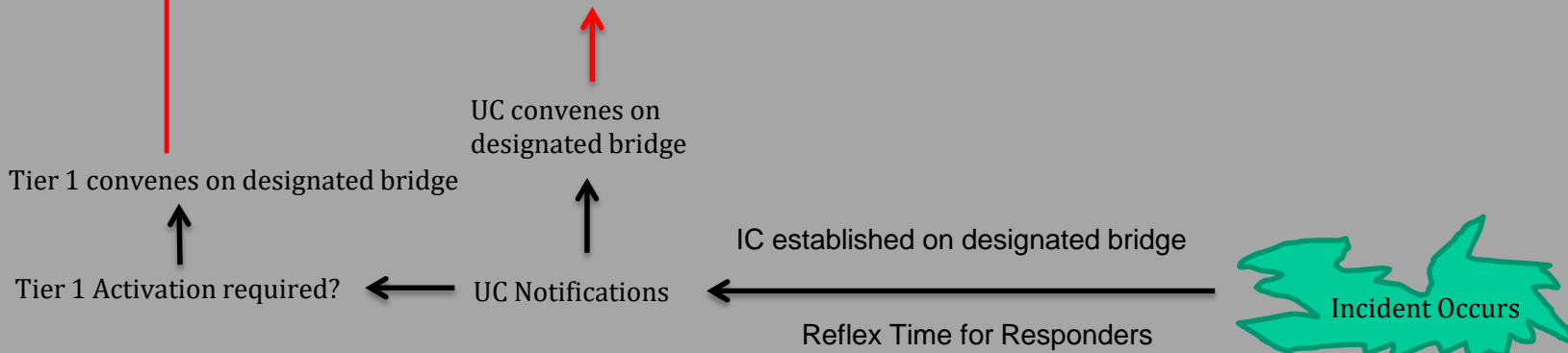
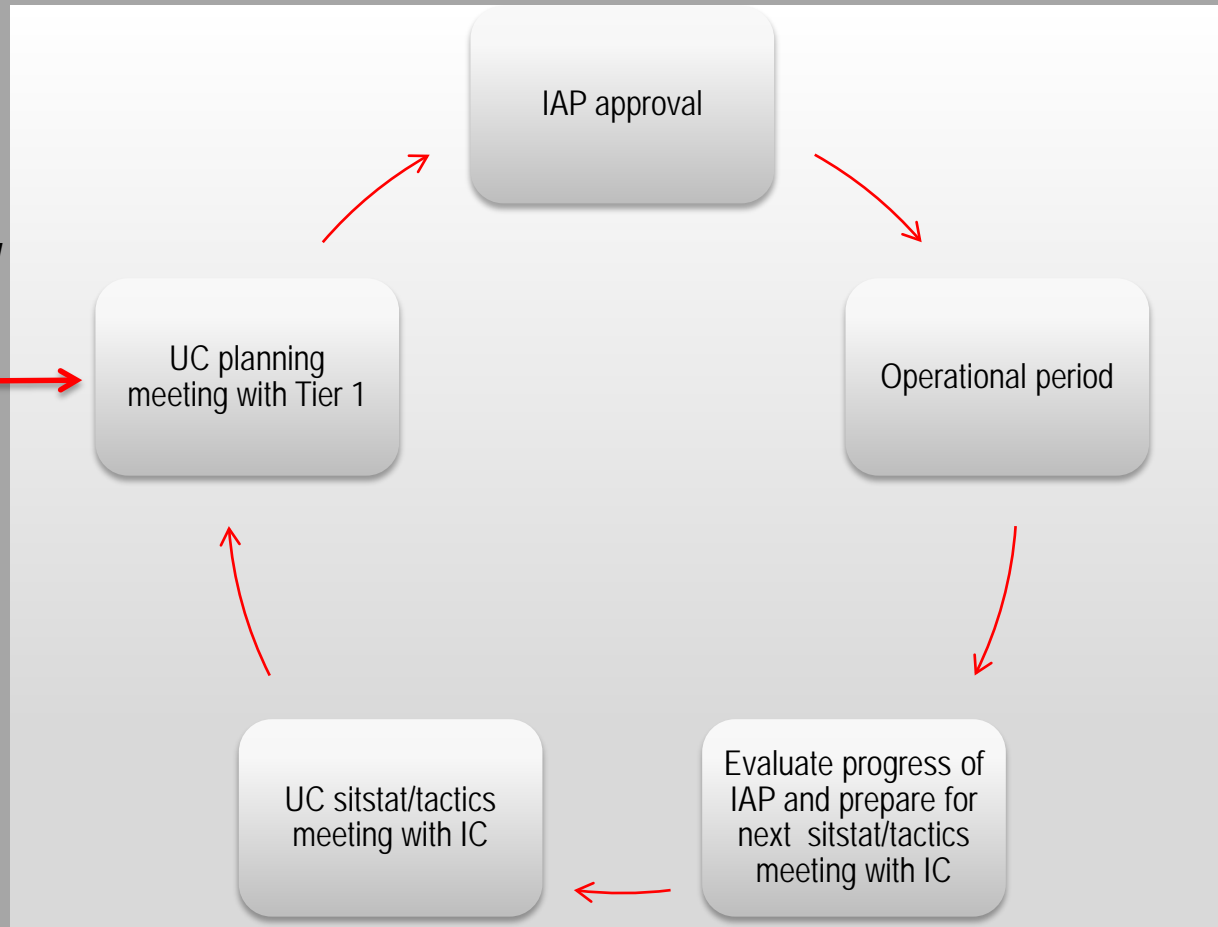
- Justification
- Plan
- Implementation
 - Why/when is UC activated
 - trigger points
 - UC members
 - Core members
 - Agency reps (A-reps)
 - Communications
 - LNO
 - Briefing cadence
 - Op periods
 - JIC
- Interaction with Tier 1



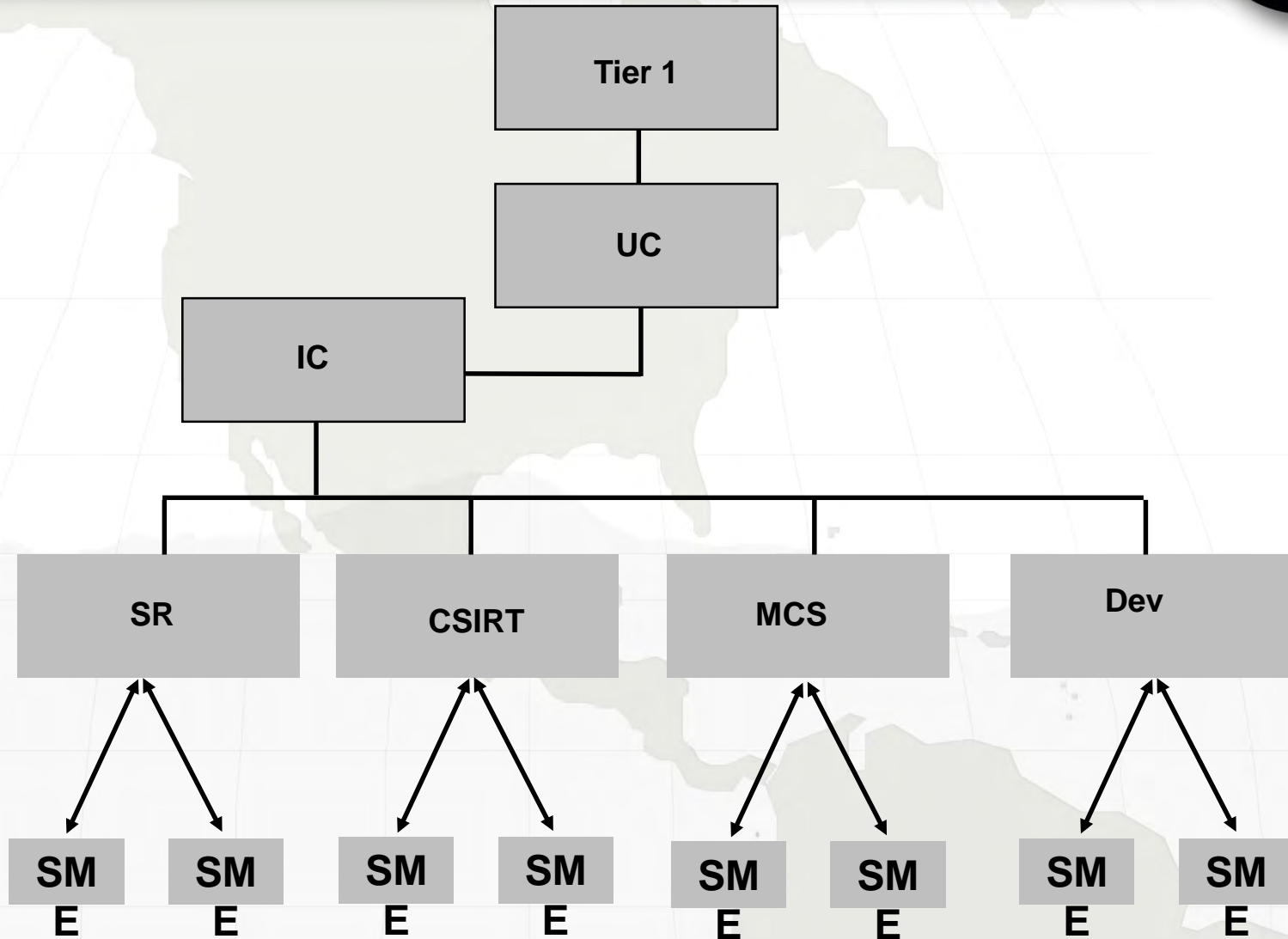


- ▶ **Partial vs. Full Activation**
 - Depends on severity/complexity of incident
- ▶ **Pre-Defined Trigger Points**
 - Based on severity, timing, # customers, etc.
- ▶ **UC activation initiated by Tactical IC**
 - Unified Command Lead
 - On call executive
 - Duty Manager
 - Others?

Note: This is the point where UC and Tier 1 link up in the Planning Wheel



UC/Tier 1 Relationship

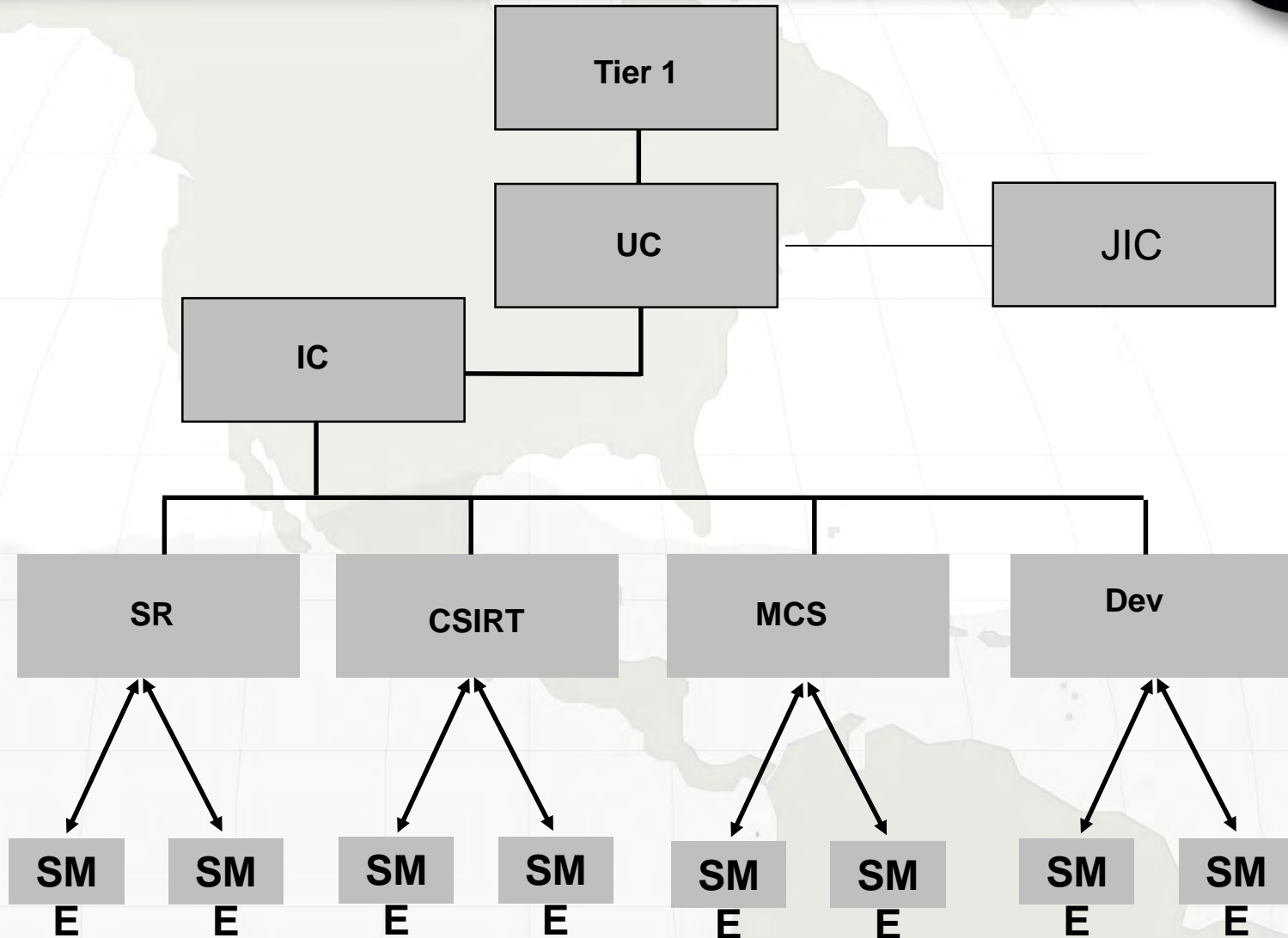


Role of the Tier 1



- ▶ **Gather Information Relating to Event**
- ▶ **Analyze & Disseminate Information**
- ▶ **Establish Policy and Priorities**
- ▶ **Interface with customers and outside vendors**
- ▶ **Coordinate EOC**
- ▶ **Support problem solving effort**
- ▶ **Coordinate Resources**

UC/Tier 1/JIC Relationship



Joint Information Center



A-Rep A-Rep A-Rep

Program

- Triggers
- Invitees
- Presenters/Consumers
- Role of JIC (L)
- Hours of Operation
- LNO's invited
- SOP's

JIC

Process

- Roll Call
- ROE
- Meeting Duration
- Presentations
- Q/A
- Next Meeting
- Scribing

- ✓ Don't let the meeting run you!
- ✓ Not a decision making forum
- ✓ Ensure OpSec
- ✓ Where is the info going?
- ✓ Not all JIC activations are the same

Role of the LNO



The LNO role may be drafted by the Incident Commander (IC) or the Unified Command Leader (UCL) from any member of the Incident Response Team (IRT) on an as needed basis.

The LNO is a resource who is knowledgeable about the incident that is being resolved and is familiar with the business impacts of the event.

The LNO is there to assist the IC/UCL with any and all communications outside of the technical bridge.

**The LNO is a critical role in communications
Reporting and Storytelling**

Communications



- ❑ What do they need to know
- ❑ What do they want to know
- ❑ When do they need to know
- ❑ Written verbal or both
- ❑ What is the message intended to do?

Risk
Exposure
Doubt



Confidence
Clarity
Understanding

LNO Tactics



- ▶ **Truth in messaging is determined by the receiver**
- ▶ **Control of information**
- ▶ **Pre-determined ‘talking points’**
 - Agreement of content (peacetime)
 - Agreement on cadence (peacetime)
 - Process or Solution
 - Be specific and accurate
 - Use precise numbers when known
 - Speak in bullet point format
 - Don’t use technical jargon unless certain all will understand
 - No good or bad news
- Don’t get pulled into an boxing match
- Always have an exit strategy
- What are you NOT going to say?
- Be interesting and engaging!

Looking for Updates?

