
Unit 4: Division/Group Management and Personnel Management

INSTRUCTOR GUIDE

Objectives

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

- Describe the supervision and personnel management responsibilities of the Division/Group Supervisor
- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties
- Describe the importance of good Division/Group relationships
- Explain span-of-control concepts
- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor
- Explain how the Division/Group Supervisor sets performance standards and evaluates performance

Methodology

This unit uses lecture, an exercise, and discussion.

Content from the Unit 4 will be tested during the Final Exam. Instructors will evaluate students' initial understanding of the unit material through the facilitation of Exercise 3.

The purpose of Exercise 3 is to give trainees the opportunity to evaluate an ICS Form 204 and identify span-of-control issues. Trainees will receive Forms 204 containing spans of control that are unmanageable. The trainees will identify the issues, prepare solutions, and report these solutions to their Operations Section Chief (the instructor). Students will create two sets of solutions: 1) Solutions that can be implemented in the current operational period; and 2) Potential recommendations for fixing span of control over the future course of the incident.

Be sure to begin the unit by asking students if they have had management training. This unit is not intended to be a comprehensive course on personnel management, but an introduction to some of the management tools the Division/Group Supervisor may employ and concepts he or she will need to know to be able to do the job effectively.

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	1 hour, 45 minutes
Exercise 3	45 minutes
Total Time	2 hours, 30 minutes

Reference Materials

- Projector and other equipment necessary for PowerPoint presentation
- Easel pad
- Marking pens
- Blank ICS Forms 211
- Blank ICS Forms 214 for the entire class
- Division/Group Supervisor Position Task Book (PTB)
- ICS Form 420-1 Field Operations Guide (FOG)
- Handout 4-1: Division/Group Documentation Requirements

TopicUnit Title Slide

**Explain the Following Key Points**

Announce unit.

Scope Statement

Through this unit, students will gain an understanding about the management responsibilities of the Division/Group Supervisor both in terms of managing the Division/Group and personnel. This unit will cover management concepts such as span of control, unity of command, effective team building (as it relates to the series of events on the incident), coaching, and performance management. The importance of strong relationships across Divisions will also be discussed in addition to the Division/Group documentation responsibilities of the Division/Group Supervisor.

Topic**Unit Objectives**

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

**Explain the Following Key Points**

The purpose of this slide is to introduce the unit objectives.

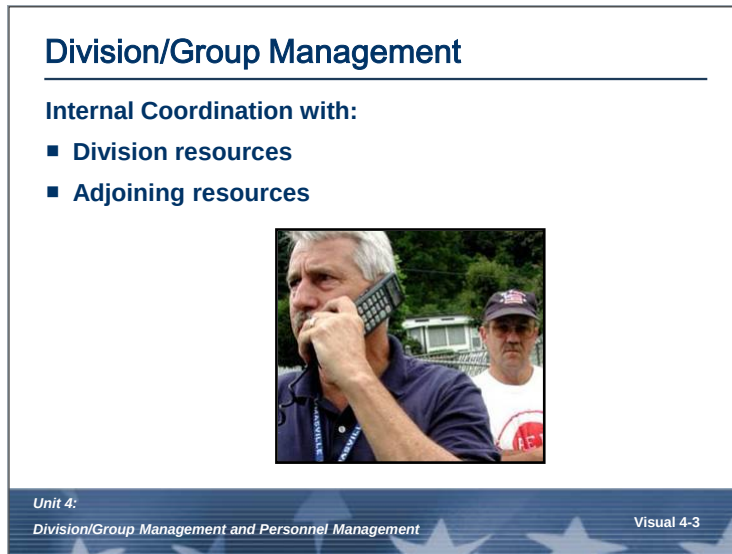
Explain the Unit Terminal Objective to the class. Remind students that the final exam questions are based on the enabling objectives, which are in the Student Guide.

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives

- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties
- Describe the importance of good Division/Groups relationships
- Explain span-of-control concepts
- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor
- Explain how the Division/Group Supervisor sets performance standards and evaluates performance



Explain the Following Key Points

The purpose of this slide is to begin to explain with whom the Division/Group Supervisor must internally coordinate operations.

We've established the Division/Group Supervisor role in relation to other positions in the incident management organization (Incident Commander, Operations Section Chief or Branch Director, and Strike Team or Task Force Leader). We now need to identify the interactions that the Division/Group Supervisor has with resources specifically assigned to the Division or Group.

The Division/Group Supervisor coordinates internal operations with:

- Division resources, which may include:
 - Strike teams
 - Crews
 - Task Forces (i.e., USAR [the only ICS accepted pre-determined Task Force])
 - Debris removal teams
 - Traffic Task Forces
 - Other resources

- Adjoining resources, which might include:
 - Air resources
 - Staging areas
 - Functional groups
 - Technical Specialists
 - Field Observers
 - Safety Officers
 - Tactical EMTs

Topic

Division/Group Relationships

Division/Group Relationships

- Critical issues or operations **MUST** be coordinated between Divisions and Groups
- Coordination issues:
 - Backfiring
 - Hazardous materials operation
 - Air operations and rescue
 - Situation that precludes you from completing your mission

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Visual 4-4

Explain the Following Key Points

Explain the importance of coordination between Divisions and Groups and the coordination issues that may arise.

Discuss different types of operations that may require coordination across Divisions and Groups.

Critical issues or operations **MUST** be coordinated between Divisions and Groups (adjacent Divisions and Groups operating in the same general area). Some operations with potential coordination issues might include:

- Backfiring
- Hazardous materials operation or release
- Vent and burn
- Lifting operation
- Air operations and rescue
- Other situations that preclude you from completing your mission (in other words, when you are working from an anchor and can't complete your mission until they complete theirs)

Topic Division/Group Relationships (cont.)

Division/Group Relationships (cont.)

Resource request:

- Request from staging through the Operations Section Chief or
- Share resources with adjoining Divisions

Remember: Cooperation can go a long way toward getting the job done.

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Visual 4-5

Explain the Following Key Points

The purpose of this slide is to continue to emphasize the importance of coordination between Divisions/Groups by showing this is one of the ways to get resources.

Remember that staging works through the Operations Section Chief. Don't circumvent this process by using freelancers. Remember that Operations Section Chiefs are responsible, and if you go around them to obtain resources, you may interfere with the larger strategy.

Report requests to the Operations Section Chief, and make sure you make note of these requests in your Form 214. At the end of your assignment, you will debrief with the Form 214 and pass along this information.

Resource Requests

You can request additional resources from staging through the Operations Section Chief or share resources with adjoining Divisions.

Remember, Division boundaries are not walls. These boundaries should not interfere with coordination and communication. Cooperation can go a long way toward getting the job done.

Topic

Span of Control

Span of Control

- The number of individuals one supervisor can effectively manage
- Particularly important on incidents where safety and accountability have top priority
- In ICS, falls within the range of 3 to 7, with 1:5 being the standard ratio

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Visual 4-6

Explain the Following Key Points

Explain the concept of span of control.

Explain that while the number ratio is a good guideline for establishing span of control, incident scope and complexity play a role and must also be considered.

Span of control pertains to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important on incidents where safety and accountability have top priority.

In ICS, the span of control for any supervisor falls within the range of three to seven personnel, with 1:5 being the standard ratio. However, this is a guideline. For example, according to National Incident Management System (NIMS), it can be more in Law Enforcement. The scope and complexity of the incident also determine the span of control needed.

The Operations Section Chief or Branch Director is actually using you to monitor span of control, and then you (the Division/Group Supervisor) do the same.

Topic Span of Control (cont.)

Span of Control (cont.)

- Trip wire for expanding or contracting org chart
- If span of control is being exceeded, consider:
 - Delegation
 - Appointing a recorder
 - Creating Task Forces
 - Recommending an additional Division/Group
- Requests must be approved by supervisors, but delegation is up to you



Unit 4:
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Visual 4-7

Explain the Following Key Points

The purpose of this slide is to continue to explain the concept of span of control.

Branches, Divisions, even the Operations Section Chief and are there for span of control. Span of control is the trip wire for expanding or contracting the organizational chart. If span of control is being exceeded, consider delegation.

A Task Force or Strike Team Leader or a Single Resource Boss may be assigned the authority and responsibility for the coordination of resources and implementation of planned tactics within a portion of a Division.

Delegation responsibilities may include:

- Appointing a recorder—This will help you to keep up with the pace of information
- Creating Task Forces within the Division—You can get as inventive as you need
- Recommending an additional Division/Group to your supervisor—Requests for additional resources must be approved by your supervisor; however, decisions about delegation are up to you

Topic

Span of Control (cont.)

Span of Control (cont.)

Communicate the assignment with:

- The individual assigned
- All personnel in the division and adjacent division if appropriate



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Visual 4-8

Explain the Following Key Points

The purpose of this slide is to continue to explain the concept of span of control.

Communicate the assignment with:

- The individual assigned
- All personnel in the Division (and adjacent division if appropriate)

You (the Division/Group Supervisor) must keep informed on the situation and progress. You are still responsible for activities within the assigned portion.



Explain the Following Key Points

Formally introduce Exercise 3 and read students the specific exercise objectives and directions from the Exercise 3 handout. Allow 45 minutes for completion of the exercise.

The purpose of Exercise 3 is to give trainees the opportunity to evaluate an ICS Form 204 and identify span-of-control issues. Trainees will receive Forms 204 containing spans of control that are unmanageable. The trainees will identify the issues, prepare solutions, and report these solutions to their Operations Section Chief (the instructor). Students will create two sets of solutions: 1) Solutions that can be implemented in the current operational period; and 2) Potential recommendations for fixing span of control over the future course of the incident.

This exercise may be a good place to break for the day. Have students prepare their solutions (30 minutes), but have them report out and debrief first thing in the morning.

Topic

Controls

Controls

- A measurement of progress against time
- Established production rates may be used initially
- If you don't have any find a Technical Specialist that can provide input and adjust



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Visual 4-10

Explain the Following Key Points

The purpose of this slide is to explain controls.

Ask students to provide examples of controls that they have used. Record the list on easel pad.

Your Operations Section Chief or Branch Director will use these controls to update the plan. Be sure to report controls information to your Supervisors so they can be considered in planning.

A control is a measurement of progress against allotted time. It is a planning tool to examine the accomplishment of tactical assignments. Established production rates may be used initially, but may need to be adjusted given conditions. If you don't have any controls, you need to find a Technical Specialist that can provide input and adjust. Examples include:

- Inoculation rates
- Supply distribution
- How much power line can be strung
- Building searches (for instance, how many houses can be searched in 1 day?)

Controls may be used to help determine resource needs for subsequent Operational Periods.

Topic Unity of Command

Unity of Command

Under unity of command, personnel:

- Report to only one Supervisor
- Receive work assignments only from their Supervisors



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Visual 4-11

Explain the Following Key Points

The purpose of this slide is to begin to explain the management concept of unity of command.

Under unity of command, each individual participating in the operation reports to only one Supervisor.

Unity of command:

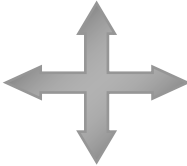
- Eliminates the potential for individuals to receive conflicting orders from a variety of Supervisors
- Increases accountability
- Improves the flow of information
- Helps with the coordination of operational efforts
- Enhances operational safety

This concept is fundamental to the structure of the ICS chain of command.

Topic Unity of Command (cont.)

Unity of Command (cont.)

- Information should be shared horizontally and vertically
- Not meant to be taken to extremes
 - Filter information
- Communication goes across organization, assignments go up and down



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Visual 4-12

Explain the Following Key Points

The purpose of this slide is to continue the explanation of the management concept of unity of command.

Information should be shared freely, both horizontally and vertically. You are one team, share information with one another.

Communication goes across organizations, direction goes up and down. There is a distinction between coordination and direction.

- **Up:** Your supervisor needs to be updated and may need to adjust resources or plans as dictated by developing circumstances
- **Down:** Keep your subordinates informed and get progress and situation updates
 - Your resources can provide you with situation updates that may affect the implementation of your portion of the plan
- **Sideways:** Adjacent Divisions, Groups, and resources need coordination to be effective
 - Might share certain resources (for example, one search group needs a battery from another search group) and information such as change of weather, change of conditions, and so on

However, unity of command is not meant to be taken to extremes:

- Know what needs to be shared and what doesn't
- Filter what is important and what isn't

Topic Division/Group Documentation Requirements

Division/Group Documentation Requirements

- Equipment shift tickets
- Verification of pay documents
- Handout 4-1: Division/Group Documentation Requirements



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Visual 4-13

Explain the Following Key Points

The purpose of this slide is to begin discussing the number of specific documentation responsibilities of the Division/Group Supervisor.

Reference Handout 4-1: Division/Group Documentation Requirements as a list of the Division/Group Supervisor's documentation responsibilities. There is no need to go through this handout now because the following slides will cover the material. The handout is simply a one-stop reference for the students.

The Division/Group Supervisor has a number of documentation responsibilities, which include:

- Equipment shift tickets:
 - Document for verifying work done by hired equipment during the Operational Period
 - Used with crane, tow truck, rental or contract equipment
 - Verify and sign
 - Equipment operators turn these in; Division/Group Supervisor may keep a copy
- Verification of pay documents:
 - Document for verifying hours worked during the Operational Period by contract or agency requirement
 - Retained by employee

Topic

Division/Group Documentation Requirements (cont.)

Division/Group Documentation Requirements (cont.)

- Equipment inspection forms
- Damage assessment and inspection documentation



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Visual 4-14

Explain the Following Key Points

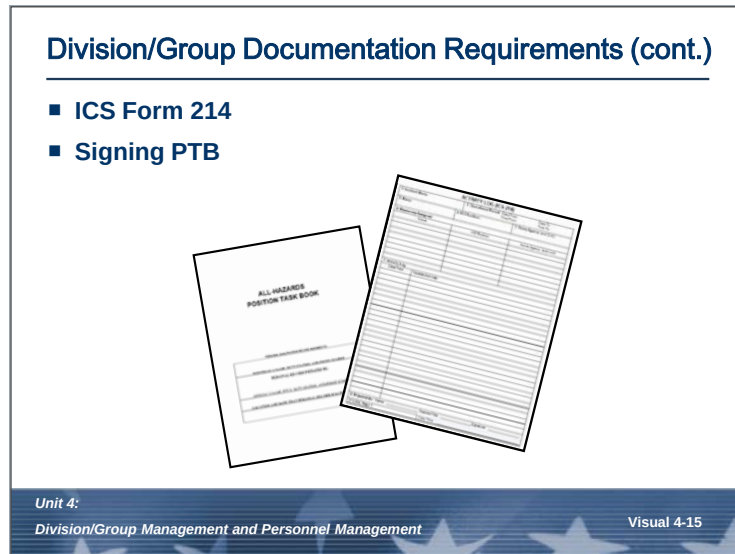
The purpose of this slide is to continue discussing the number of specific documentation responsibilities of the Division/Group Supervisor.

The Division/Group Supervisor's documentation responsibilities also include:

- Equipment inspection forms ensure that hired equipment is inspected prior to going to work
- Damage assessment and inspection documentation:
 - Includes a windshield survey form and other forms as required:
 - FEMA may have official forms
 - May also include Points of Distribution (POD) forms
 - Should be turned into the appropriate unit

Topic

Division/Group Documentation Requirements (cont.)

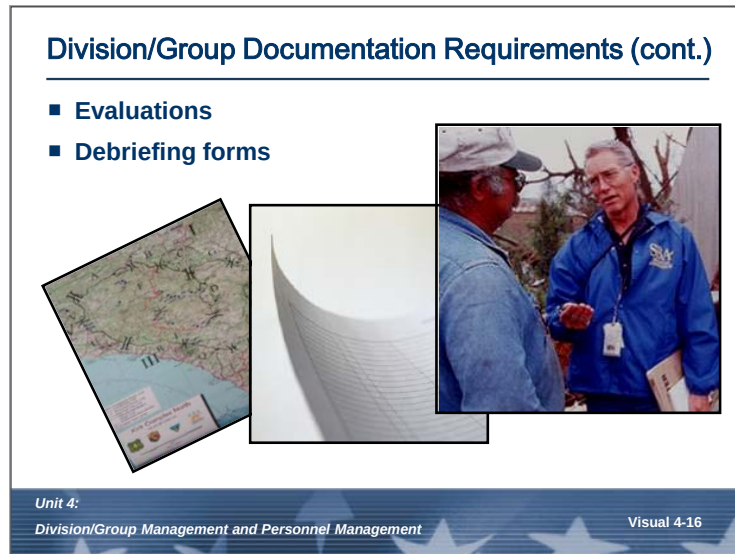


Explain the Following Key Points

The purpose of this slide is to continue discussing the number of specific documentation responsibilities of the Division/Group Supervisor.

The Division/Group Supervisor's documentation responsibilities also include:

- ICS Form 214:
 - Used to continuously document significant events during the Operational Period
 - Document where resources were used or performed work for cost apportionment purposes
 - Turned into Documentation Unit at end of Operational Period
- Signing PTB:
 - Sign if you are designated a trainer and have been assigned a trainee
 - Specific directions are included in inside cover of the PTB
 - The trainee retains the PTB

Topic Division/Group Documentation Requirements (cont.)**Explain the Following Key Points**

The purpose of this slide is to continue discussing the number of specific documentation responsibilities of the Division/Group Supervisor.

You may refer the student to the blank copy of the ICS Form 225–Incident Personnel Performance Rating in Appendix I: Blank ICS Forms.

The Division/Group Supervisor’s documentation responsibilities also include:

- Evaluations—ICS Form 225–Incident Personnel Performance Rating:
 - Filled out at the conclusion of a training assignment or upon the release of resources from the incident
 - Keep a copy and turn into Documentation Unit or the Training Specialist, whichever applies
 - Evaluations should only focus on incident response conditions, not the normal, day-to-day operations of the individual being evaluated
- Debriefing forms:
 - Fill out and turn in to the Operations Section Chief
 - Provides the Operations Section Chief with current and forecasted situation and needs
 - If there is a map, it may be turned into the Situation Unit

Topic Demobilization and Close-Out Procedures

Demobilization and Close-Out Procedures

- Coordinate operations to meet guidelines in Demobilization Plan
- Identify any excess resources
- Consider cost versus effectiveness of excess resources
- Provide info for Glide Path



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Visual 4-17

Explain the Following Key Points

The purpose of this slide is to explain the management responsibilities of the Division/Group Supervisor during demobilization and close-out of an incident.

As you notify the Operations Section Chief of resource needs, he or she will be closing loops with the Supply Unit and will be making sure resource requests are in line. This communication loop demonstrates the point that you can't keep information to yourself because such actions will affect the operations of several other people.

- Situational awareness is a large part of this process
- Coordinate operations to meet guidelines in Demobilization Plan
- Identify any excess resources and advise Operations Section Chief
- Consider cost versus effectiveness of excess resources:
 - A higher price resource may provide more effective production than two lower priced units
 - Don't allow cost alone to be the deciding factor

- The Glide Path is a tool used to forecast incident resource needs:
 - For demobilization, the Glide Path will be developed by the Operations Section Chief
 - Most commonly used during an incident where resources would be replaced with like resources

The Division/Group Supervisor needs to provide a list of resources that will be excess for the Division/Group so the Operations Section Chief can report these to the Incident Commander for release.

Personnel Management

The Division/Group Supervisor is a mid-level manager.



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Visual 4-18

Explain the Following Key Points

The purpose of this slide is to make the transition from discussing the Division/Group Supervisor role in managing Divisions/Groups to the Supervisor's role in managing personnel.

As emphasized earlier, the role of Division/Group Supervisor is that of someone straddling both tactical operations and strategy. Because of this positioning, the Division/Group Supervisor may face unique personnel management challenges (to be discussed through the next slides).

Topic Personnel Management (cont.)

Personnel Management (cont.)

What types of personnel management issues may the Division/Group Supervisor face?



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Visual 4-19

Explain the Following Key Points

The purpose of this slide is to discuss the unique challenges that face the Division/Group Supervisor as a mid-level manager.

Discussion

Ask students to provide examples of the unique personnel management issues the Division/Group Supervisor may encounter as a mid-level manager.

Topic Personnel Management (cont.)**Personnel Management (cont.)**

A unique position that may have to contend with a variety of personnel management issues:

- Rank structures
- People from different agencies
- People without ICS experience
- Emergency vs. non-emergency people
- Volunteers
- Extended operational periods

Unit 4:

Division/Group Management and Personnel Management

Visual 4-20

Explain the Following Key Points

The purpose of this slide is to continue discussing the unique challenges that face the Division/Group Supervisor as a mid-level manager.

If rank structure issues were not discussed earlier, explain that the organization and hierarchy of a team assembled under ICS may have a completely different command structure than your department's or agency's. Under ICS, each position should be filled by the person most experienced and qualified to carry out the duties and responsibilities of that position, regardless of the person's rank outside of the ICS team. Therefore, there may be the case where a subordinate is placed in a higher rank than a superior (for instance, a fire Captain is placed higher in structure than a Chief, or a police Lieutenant is working under a Sergeant). As a middle manager, you should be aware how rank structure operates in ICS and the challenges it may present when managing positions.

Discussion

Discuss ideas for handling volunteers on an incident. Ideas may include:

- Finding an informal leader or liaison for them
- Providing a strong briefing with definite expectations
- Taking time to show your appreciation

The Division/Group Supervisor is a mid-level manager, a unique position that may have to contend with a variety of personnel management issues, including the following:

- Rank structures
- Trust issues
- Working with people from different agencies
- People that may have never worked in an ICS environment
- Working with emergency vs. non-emergency people
- Volunteers
- Extended operational periods
- Labor-related issues
- Interjection of politics into incident response

Topic Leadership Styles

Leadership Styles

- Autocratic
- Laissez-faire
- Democratic or participative management

A Division/Group Supervisor may have to play all of these roles.



Unit 4:

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Visual 4-21

Explain the Following Key Points

The purpose of this slide is to identify the various leadership styles a Division/Group Supervisor might utilize and to point out that the Division/Group Supervisor may need to know how to employ all the various styles, depending on the situation.

Simply introduce these leadership styles; this is not a Management 101 course.

- **Autocratic:** The Leader–Team Member exchange is a one-way street with information flowing downhill.
- **Laissez-faire:** A go-your-own-way system that relies on all members of the organization working towards a common goal and moving in the proper direction.
- **Democratic or participative management:** Where objectives and organization are established at the top with information constantly flowing up from the bottom concerning progress and needs. These needs are then addressed by top management with information then flowing back down the chain.

A Division/Group Supervisor may have to play all of these roles and know how to employ all styles.

Suggested Questions

- How would you define each of these styles?
- When might you use one style over another?

Supervision

See and be seen:

- Monitor progress
- Coordinate activities
- Provide the opportunity to communicate



Unit 4:

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Visual 4-22

Explain the Following Key Points

The purpose of this slide is to generally explain the tactics a Division/Group Supervisor should employ in order to succeed in being an effective supervisor.

See and be seen (manage by walking around):

- Be visible
- Be available to:
 - Monitor progress
 - Coordinate activities
 - Provide the opportunity to communicate:
 - Needs
 - Situation
 - Progress
 - Complications

Topic

Instructions/Expectations

Instructions/Expectations

Must communicate instructions and expectations well:

- In briefings
- One-on-one
- Request feedback
- Clarify
- Evaluate



Unit 4:

Division/Group Management and Personnel Management

Visual 4-23

Explain the Following Key Points

The purpose of this slide is to describe Division/Group Supervisor's communication roles.

Do not go into details about briefings; this topic will be discussed in upcoming slides.

A good way to double check whether your communications are clear is to ask your subordinates to repeat back your instructions.

Must communicate instructions and expectations well:

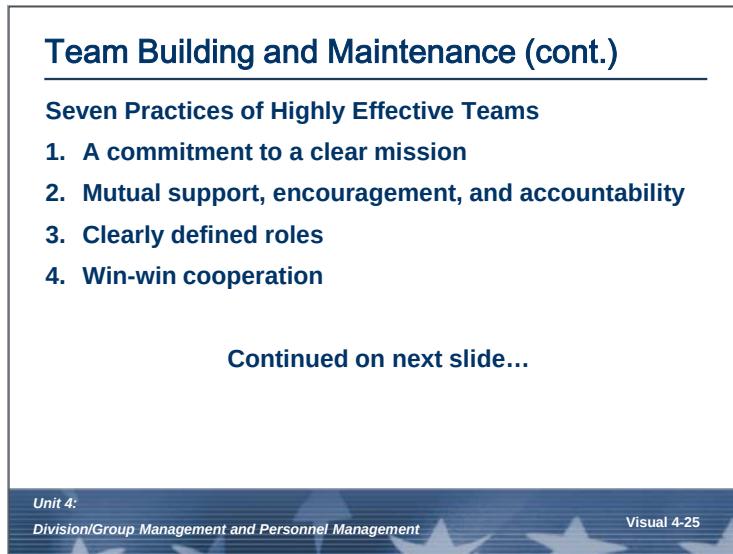
- In briefings
- One-on-one
- Request feedback
- Follow-up by clarifying instructions where problems exist
- Provide honest performance evaluations at the end of assignments

Topic Team Building and Maintenance

**Explain the Following Key Points**

The purpose of this slide is to begin discussing team-building tactics by introducing the Seven Practices of Highly Effective Teams.

The next few slides will present the seven practices. Relate these practices to the elements of the Division/Group Resource Briefing (see subbullets in Student Notes).

Topic Team Building and Maintenance (cont.)

Team Building and Maintenance (cont.)

Seven Practices of Highly Effective Teams

1. A commitment to a clear mission
2. Mutual support, encouragement, and accountability
3. Clearly defined roles
4. Win-win cooperation

Continued on next slide...

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Visual 4-25

Explain the Following Key Points

The purpose of this slide is to introduce the Seven Practices of Highly Effective Teams.

Relate these practices to the elements of the Division/Group Resource Briefing (see subbullets in Student Notes).

Seven Practices of Highly Effective Teams

1. A commitment to a clear mission
 - a. Incident objectives provide the team's mission
2. Mutual support, encouragement, and accountability
 - a. You support the Division, the Division supports the incident
 - b. Accountability is a two-way role
3. Clearly defined roles
 - a. Division objectives, expectations, and assignments define roles
4. Win-win cooperation
 - a. Motivational briefings provide a forum for cooperation

Topic Team Building and Maintenance (cont.)**Team Building and Maintenance (cont.)**

- 5. Individual competency
- 6. Empowering communication
- 7. A winning attitude



Unit 4:
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Visual 4-26

Explain the Following Key Points

The purpose of this slide is to continue discussing the Seven Practices of Highly Effective Teams.

Relate these practices to the elements of the Division/Group Resource Briefing (see subbullets in Student Notes).

Seven Practices of Highly Effective Teams (cont.)

- 5. Individual competency
 - a. Be accountable
 - b. Make assignments based on the level of experience of team members
- 6. Empowering communication
 - a. Instructions
 - b. Clarification
 - c. Feedback
- 7. A winning attitude
 - a. Safety
 - b. Positive supervision

Topic

5 Steps of Coaching

5 Steps of Coaching

1. Prepare the learner
2. Demonstrate the operation
3. Create a positive atmosphere
4. Have the learner perform the operation
5. Follow up



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Visual 4-27

Explain the Following Key Points

The purpose of this slide is to discuss the steps of coaching that the Division/Group Supervisor may use to manage personnel.

These coaching steps represent ways of directing, instructing, and training your personnel with the aim to achieve a goal.

Relate these steps to incident steps (see Student Notes).

1. Prepare the learner:
 - a. Division Briefings are an arena for preparation
2. Demonstrate the operation:
 - a. Go over the IAP
3. Create a positive atmosphere:
 - a. Motivation in briefing and in training
4. Have the learner perform the operation:
 - a. Give clear assignment and task instructions

5. Follow up:
 - a. Go out and check
 - b. Require timed check backs
 - c. Be a dynamic supervisor

Topic

Evaluating Performance

Evaluating Performance

Establish standards of performance based on:

- Expressed expectations
- Information from briefing
- Production standards
- Safety standards



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Visual 4-28

Explain the Following Key Points

The purpose of this slide is to begin discussing the performance management responsibilities of the Division/Group Supervisor by explaining how performance standards may be set.

Establish standards of performance, generally based on accepted norms, including:

- Expressed expectations for subordinates:
 - Particularly important when going from one agency or jurisdiction to another
 - Default to the most strict guideline
- Information from briefing (source of information is the IAP)
- Production standards:
 - May not be available at the briefing or from the IAP (such as public health and inoculation rate information)
 - Your job is to find that information to provide to personnel
- Safety standards:
 - Safety Message, derived from ICS Form 215A as paraphrased by the Safety Officer (SOFR)
 - Special instructions on the ICS Form 204

Topic

Evaluating Performance (cont.)

Evaluating Performance (cont.)

Compare the actual results with those established standards:

- Make adjustments as necessary
- Re-evaluate after adjustment



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Visual 4-29

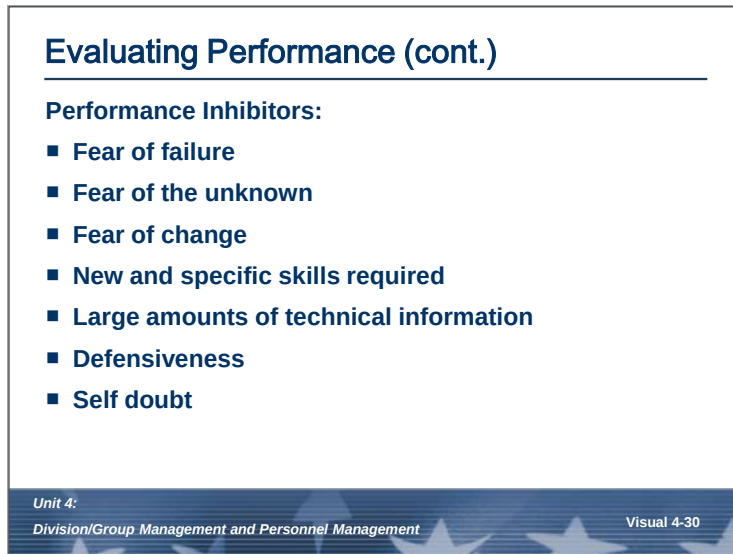
Explain the Following Key Points

The purpose of this slide is to continue discussing the performance management responsibilities of the Division/Group Supervisor.

Establish standards of performance (such as production rates), generally based on accepted norms.

Compare the actual results with those established standards:

- Make adjustments as necessary
- Re-evaluate after adjustment

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Performance Inhibitors:

- Fear of failure
- Fear of the unknown
- Fear of change
- New and specific skills required
- Large amounts of technical information
- Defensiveness
- Self doubt

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Visual 4-30

Explain the Following Key Points

The purpose of this slide is to continue discussing the performance management responsibilities of the Division/Group Supervisor by pointing out the types of performance inhibitors the Division/Group Supervisor should monitor for in subordinates.

Suggested Question

How might you mitigate against these performance inhibitors to get the most out of your subordinates?

Performance inhibitors to recognize in subordinates are:

- Fear of failure
- Fear of the unknown
- Fear of change
- New and specific skills required
- Large amounts of technical information
- Fear of appearing incompetent
- Defensiveness
- Self doubt

Think about ways to mitigate these to get the best performance out of your resources.

Topic

Evaluating Performance (cont.)

Evaluating Performance (cont.)

Performance Improvement Process:

- Tell the person
 - What is wrong
 - How to fix it
 - Reasonable timeframe
- Document

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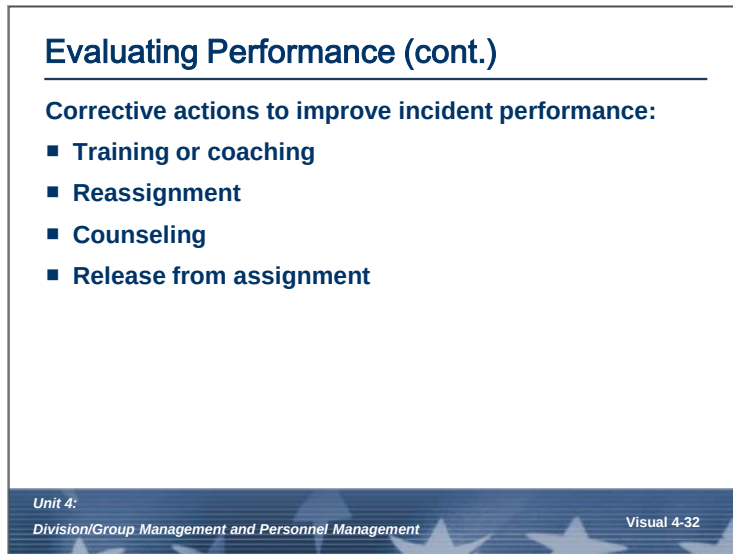
Visual 4-31

Explain the Following Key Points

The purpose of this slide is to identify the basic discipline process the Division/Group Supervisor may take to improve performance of subordinates.

This all boils down to treating your resources fairly. The discipline process for performance issues may include the following:

- Tell the subordinate:
 - What is wrong
 - How to fix the issue
 - How to fix the issue within a reasonable timeframe
- Document the proceedings on ICS Form 225–Incident Evaluation Form

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Corrective actions to improve incident performance:

- Training or coaching
- Reassignment
- Counseling
- Release from assignment

Unit 4:
Division/Group Management and Personnel Management

Visual 4-32

Explain the Following Key Points

The purpose of this slide is to identify the types of corrective actions that the Division/Group Supervisor may take to improve performance of subordinates.

This list is not presented as a must-follow process. In some cases, it might be appropriate to begin with counseling to deal with performance issues. These are simply choices or options that the Division/Group Supervisor can employ to correct performance. Incident conditions will have implications for what you chose.

Discussion

What are some techniques that you have used to build up confidence in your subordinates?

Corrective actions to improve incident performance include:

- Training or coaching
- Reassignment
- Counseling
- Release from assignment

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Good performance:

- **Acknowledge**
 - **Evaluation**
 - **Praise**
- **“Praise in public, reprimand in private”**



Unit 4:
Division/Group Management and Personnel Management

Visual 4-33

Explain the Following Key Points

The purpose of this slide is to explain how the Division/Group Supervisor should treat outstanding performance.

How to handle successful or outstanding performance:

- Acknowledge:
 - Through your evaluation of the subordinate
 - Through praise
- “Praise in public, reprimand in private”

Topic

Objectives Review

Objectives Review

1. *Why are strong interpersonal skills important to the duties of the Division/Group Supervisor?*
2. *Why are good Division/Group relationships important?*
3. *What is the purpose of span of control as a management technique?*

Unit 4:

Division/Group Management and Personnel Management

Visual 4-34

Explain the Following Key Points

The purpose of this slide is to review the enabling objectives for this unit to ensure that the class has obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Pose the Unit Enabling Objectives as questions. Ask the group to give a brief example or short explanation to answer each question. Try to call on a different student for each objective.

This is not intended to be an inclusive discussion of all material covered in Unit 4, but rather a quick and engaging way to wrap up the unit and reconnect the students to the material before moving on to Unit 5.

Ask the students to write down the top three to five things they learned in this unit on their ICS Form 214.

Leave the objective slide up so that students can think about what they learned in relation to the objectives.

At the end of the day, collect their ICS Forms 214. This will help identify what the students have learned and what areas may be especially important to highlight throughout the rest of the course.

This activity should be done at the end of each unit.

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives

- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties
- Describe the importance of good Division/Group relationships
- Explain span-of-control concepts

Topic

Objectives Review (cont.)

Objectives Review (cont.)

4. *What are the Division/Group documentation responsibilities of the Division/Group Supervisor?*
5. *How might the Division/Group Supervisor set performance standards? How might the Division/Group Supervisor manage the performance of their personnel?*

Unit 4:
Division/Group Management and Personnel Management

Visual 4-35

Explain the Following Key Points

The purpose of this slide is to continue to review the Unit Enabling Objectives for this unit to ensure that the class has obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Pose the Unit Enabling Objectives as questions. Ask the group to give a brief example or short explanation to answer each question. Try to call on a different student for each objective.

This is not intended to be an inclusive discussion of all material covered in Unit 4, but rather a quick and engaging way to wrap up the unit and reconnect the students to the material before moving on to Unit 5.

Ask the students to write down the top three to five things they learned in this unit on their ICS Form 214.

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This activity should be done at the end of each unit.

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives (cont.)

- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor
- Explain how the Division/Group Supervisor sets performance standards and evaluates performance