
Unit 3: Agency Representatives

INSTRUCTOR GUIDE

Objectives

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

- Understand the function of an Agency Representative (AREP)
- Explain the role of the Agency Representative during an incident
- Describe the duties and responsibilities of an Agency Representative

Methodology

This unit uses lecture and discussion.

Content from this unit will be generally tested through the Final Exam as the unit is meant to serve as an overview of the Agency Representative's (Agency Representative) role and responsibilities. Specific responsibilities and duties of the Liaison Officer as they relate to Agency Representatives will be further covered and evaluated in-depth in subsequent unit presentations and the Final Exam.

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.

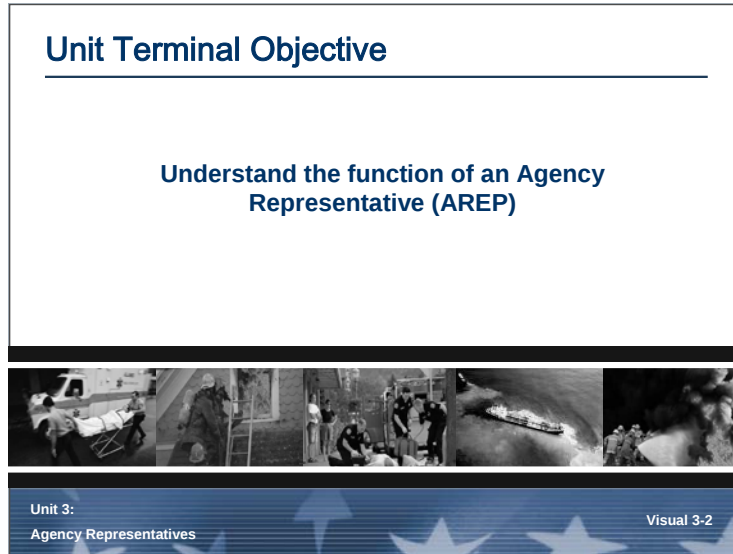
Topic	Time
Lesson	1 hour
Total Time	1 hour

Reference Materials

- Projector and other equipment as necessary for PowerPoint presentation
- Easel Pads
- Marking pens
- Blank ICS Form 211
- Blank ICS Forms 214 for the entire class
- All Hazards Liaison Officer Position Task Book (PTB)
- ICS 420-1 Field Operations Guide (FOG)
 - The FOG is optional and available from FIREScope

**Explain the Following Key Points**

Announce unit and quickly move to next slide.



Explain the Following Key Points

Introduce the unit objectives.

Explain the Unit Terminal Objective to the class. Remind students that the Final Exam questions are based on the Unit Enabling Objectives, which are in the Student Guide.

Unit Terminal Objective

Understand the function of an Agency Representative.

Unit Enabling Objectives

- Explain the role of an Agency Representative during an incident
- Describe the duties and responsibilities of an Agency Representative

Topic

Agency Representative Role

AREP Role

- Reports to own agency
 - Not in the Incident Chain of Command
- Gives reports to Liaison Officer, but is not supervised by the Liaison Officer
- Liaison Officer provides the key contact point
- AREP must know key duties of the Liaison Officer

Unit 3:
Agency Representatives

Visual 3-3

Explain the Following Key Points

Explain the basic role of the Agency Representative. Note that the first thing an Agency Representative should do on arrival is find the Liaison Officer.

In order for a Liaison Officer to successfully perform their duty, he or she must have a complete understanding of the Agency Representative's duties.

Some agencies require Agency Representative experience before becoming qualified as a Liaison Officer. This is not a universal requirement, but may be policy in some agencies.

The Agency Representative's relationship is with his or her own agency. Someone from a high-power position may come to the incident, and expect to hold a position of authority on the incident. However, the experiences and qualifications of an Agency Representative do not necessary entitle them to be a Deputy IC or other such position.

Remember that Agency Representatives are not always familiar with ICS. They may have had very minimal exposure or training to ICS, and the Liaison Officer needs to be prepared to educate the Agency Representative on his or her own role, if necessary. It will be very helpful for students to create job aids to help them make these decisions, or to help them communicate with Agency Representatives and get them familiar with the duties of the Liaison Officer or other things occurring on the incident.

Suggested Discussion Question

Who would be selected from your agency to be an Agency Representative? Why? What kind of experience or qualifications would this person be likely to have?

Potential Answers

A person who:

- Is qualified or likely to be sent to the State Emergency Operations Center (EOC)
- Has the authority to make decisions for the agency
- Can commit resources

Examples of persons meeting these criteria include:

- A Battalion Fire Chief, someone who has decision making authority, and can allocate resources
- A Public Health Bureau Chief, right below the Director of Public Health
- An Admiral in the Coast Guard, if it's a high-profile incident receiving a lot of media attention
 - Others of lower rank might fill the position in other circumstances, but it would likely always be an officer

Agency Representative's Role

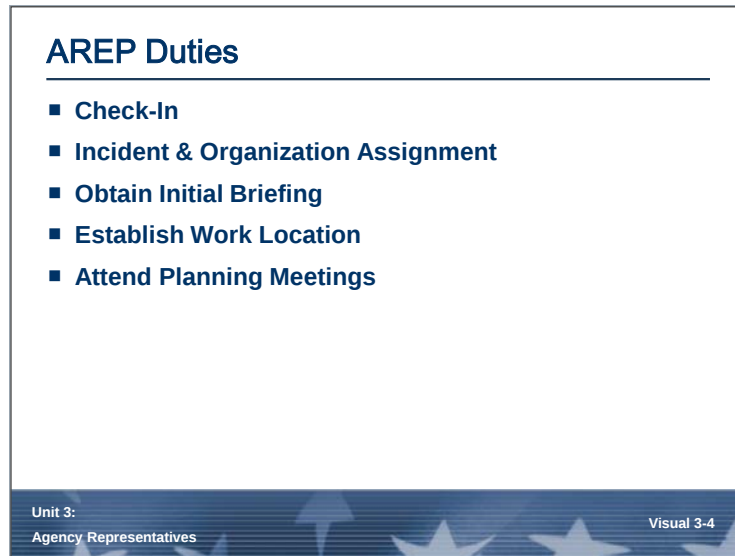
Agency Representatives are assigned, work for, and report to their home agency. They are not part of the IMT or in the chain of command at the incident.

The reporting and working relationship between the Liaison Officer and Agency Representatives is unique in the ICS. The relationship is not a supervisor–subordinate role.

The relationship is designed to provide the Agency Representative with a key contact person on the incident during the time the resources of that agency are committed to the incident.

Topic

Agency Representative Duties



Explain the Following Key Points

Introduce the duties of the Agency Representative regarding Check-In and Initial Organizational Assignments.

Be aware that this list of duties does not exactly follow the FOG position checklist, but gives a more complete description of the Agency Representative position.

Check-In

All personnel, including Agency Representatives, assigned to an incident must check in. This ensures that all resources that have been ordered (or have responded) are properly accounted for, directed to their proper assignment, and are supported while assigned to the incident.

This also assists the Liaison Officer in coordinating Assisting and Cooperating Agency personnel assignments with the Resources Unit Leader.

The Agency Representative is responsible for ensuring that all the resources from his or her agency have checked in.

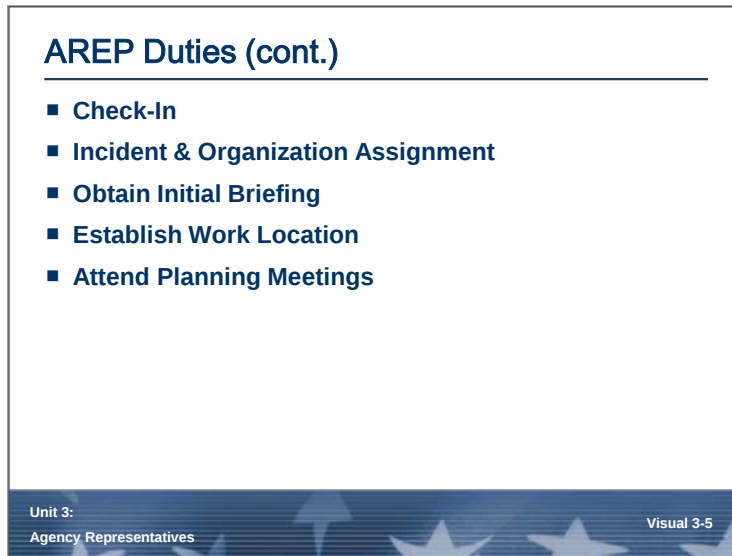
Incident and Organization Assignment

The Agency Representative should have information regarding the assignment of their agency's resources. The Liaison Officer must determine on the initial contact what information gaps the Agency Representative can fill. The Liaison Officer should have assignment information from the IMT's Initial Briefing. The initial meeting with the

Agency Representative will set the tone of future relations between the Liaison Officer and the Agency Representative.

Information from the ICS Form 211—Incident Check-in is distributed throughout the incident (Resources Unit, Logistics, and Finance). Discuss how the Liaison Officer can provide information to, and gather information from the Agency Representative at Check-in locations.

The last box on the ICS Form 211 asks for special qualifications, so this can be a place to look to see if the Agency Representative can be helpful in any other ways.



Explain the Following Key Points

Explain that it is the responsibility of the Liaison Officer to ensure that the Agency Representative gets a briefing. During this time, the Liaison Officer should be actively seeking information on the Agency Representative's background and experiences to be able to properly assess the situation and determine what the Agency Representative has to offer to the incident.

The incident may or may not be able to provide a work location for the Agency Representative, and the Liaison Officer has to communicate this. Many agencies have hotel privileges by union agreement. If agreements like this are in place, the Liaison Officer should be aware so he or she can direct Agency Representatives there and make sure they know where to find them later.

Also note that resources available for Agency Representative work locations could be minimal. Past students have had the experience of work in an office with no chairs and use a box as a workstation for a computer.

Many factors can influence which Agency Representatives attend the Planning Meeting. The Liaison Officer has to make the call with regard to which Agency Representatives attend based on incident needs and the number of Agency Representatives present. Agency Representatives from Assisting Agencies are the most likely to attend the Planning Meeting. Other Agency Representatives likely to need to attend the Planning Meeting are those whose agency has work coming up in the next operational period.

Obtain an Initial Briefing

On arrival, the Agency Representative should have some information concerning the incident and the work assignments of their agency's resources, obtained from their agency when they were dispatched. All Agency Representatives should receive an Initial Briefing and be prepared to attend an Agency Representative Briefing when all (or most) of the Agency Representatives arrive on the incident. The Liaison Officer will generally brief Agency Representatives as they arrive. The Liaison Officer may also schedule one briefing for all Agency Representatives, in which case he or she will provide the Agency Representative Briefing time and place. This briefing may be in conjunction with other established meetings or Operational Briefings.

Establish Work Location

The Agency Representative should be prepared to operate for their first 24 to 72 hours on an incident with limited support. The Liaison Officer will coordinate the assignment of workspace to Agency Representatives. The Agency Representative should not become a burden to the Liaison Officer or the incident.

Be prepared to provide the Liaison Officer with a list of the items you need to support your agency on the incident—communications, dial up or wireless connectivity, and office space.

Attend Planning Meetings

The Agency Representative should expect to attend the scheduled and special Planning Meetings. The Agency Representative is not expected to comment on incident strategy and tactics, except as it applies to their agency's resources. Your role is to make sure your agency's resources are being used appropriately in their current and planned assignments, and that the incident understands any limitations or restrictions your agency's resources may have.

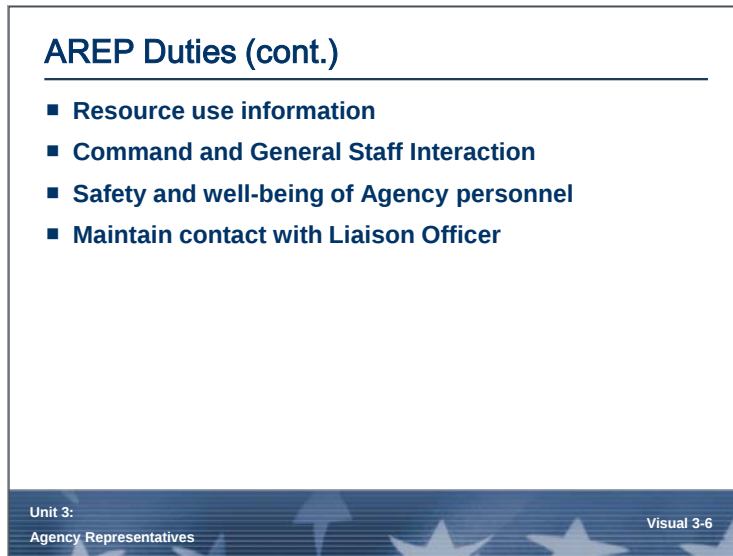
Identifying potential resource or incident mismatches during the planning process will prevent wasting valuable time and energy during critical tactical operations.

At large or complex incidents the Agency Representatives may not be able to attend all Planning Meetings due to space limitations. The Agency Representative should communicate with the Liaison Officer prior to the Planning Meeting to ensure that its agency's issues and needs are met.

The Liaison Officer may invite specific Agency Representatives to Planning Meetings depending on the level of their agency's involvement in Operations.

Topic

Agency Representative Duties (cont.)

**Explain the Following Key Points**

Continue to discuss Agency Representative duties from the previous slides, including resource use on incidents, Command and General Staff information, safety and well-being of agency personnel, and the importance of the Agency Representative maintaining contact with the Liaison Officer.

The Command and General staff recognize the position of the Agency Representative and may have questions for him or her. The point for the Agency Representative is that if he or she has any questions, he or she needs to close the loop by keeping the Liaison Officer aware.

There are many issues to keep in mind when dealing with resources from around the country (and sometimes from other countries.) These are important both for effective incident management and for the safety of all persons involved.

Resource Use Information

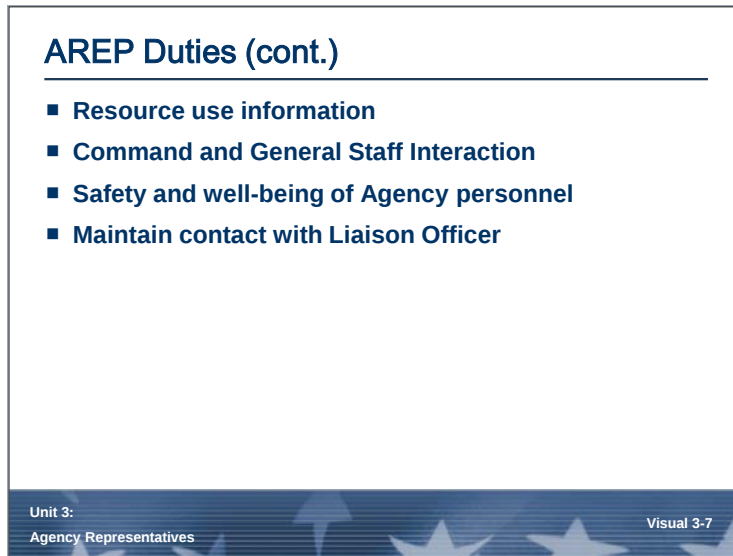
The Agency Representative may need to provide information on the capability and limitations of the resources their agency provided to the incident. You may need to provide technical information to the incident prior to the arrival of Technical Specialists from your agency.

The Agency Representative should be prepared to provide special resource information on arrival at the incident. For instance, the IMT may not be familiar with the capability of all the equipment your agency provided.

The Agency Representative should contact the lead person from his or her agency assigned to operations functions on arrival, and at any other time there are questions regarding special resources.

An Agency Representative should know of and communicate to the Liaison Officer:

- Any language issues
 - Do crew supervisors and assistants speak both English and the language of their crew?
 - Do crew members know enough English to be able to follow instructions and understand safety guidelines?
- Jurisdictional issues
 - Do responding crews (e.g., medical crews) and teams have the authority to act in your jurisdiction?
 - Are they legally permitted to practice medicine in your jurisdiction?



Explain the Following Key Points

Command and General Staff Interaction

The Agency Representative must understand the importance of his or her role in supporting the incident operations. While the Agency Representative is not a member of the Command Staff, the IMT members recognize the importance of their position.

The Agency Representative will have contact with the Command and General Staff on many occasions during their assignment, and they should use caution not to abuse that contact. If they have questions regarding some aspect of the operation, coordinate answers through you, as the Liaison Officer.

If a member of the Command or General Staff asks the Agency Representative questions concerning their agency's resources or operational capability, be sure to stay informed of those conversations.

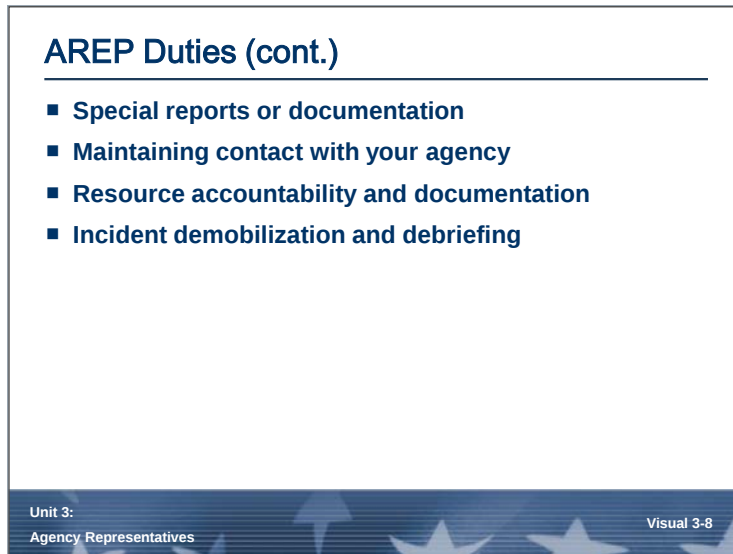
Safety and Well-Being of Agency Personnel

Agency Representatives represent all of the personnel on the incident controlled by their agency. They need to establish lines of communication with the Supervisors assigned to the incident. The Supervisors must know where to find the Agency Representative at all times, and how to contact them in an emergency.

The Agency Representative should make daily schedule known to their agency personnel.

Maintain Contact with the Liaison Officer

All Agency Representatives should have both the Liaison Officer and the incident meeting and briefing schedules. The Agency Representative will want to keep the Liaison Officer informed of any issues that have impacted or may impact agency personnel. In an emergency, the Agency Representative can contact the Liaison Officer via the Communications Unit.



Explain the Following Key Points

Continue the discussion of Agency Representative duties from the previous slides, including special reports and documentation, maintaining contact with Agency Representative agency, and resource accountability and documentation.

Explain that Agency Representatives may not have heard of demobilization (DMOB) and may not know they have to go through that whole process before they leave the incident.

Special Reports or Documentation

The Agency Representative will maintain an ICS Form 214 – Activity Log and any other special reports of documentation required by your agency. You must also ensure that the personnel the Agency Representative represents are aware of special reports or documentation the agency requires.

In some cases, you may be responsible for the routine reports to your agency. If any agency resources are involved in “an incident within an incident,” such as a vehicle accident, death, or serious injury to personnel, the Agency Representative will be expected to take the lead for the coordination between the incident and their agency.

Maintaining Contact with Your Agency

Most agencies have pre-established ground rules for Agency Representatives. On most incidents, contact is made not less than once every operational period, or a minimum of once a day. Their agency may require a more frequent contact schedule. The Agency

Representative is the conduit of information between their agency and the agency personnel assigned to the incident.

The Agency Representative should provide their agency with their contact information at the incident and the incident meeting schedules, and work out a standard reporting process.

AREP Duties (cont.)

- Special reports or documentation
- Maintaining contact with your agency
- Resource accountability and documentation
- Incident demobilization and debriefing

Unit 3:
Agency Representatives

Visual 3-9

Explain the Following Key Points

Resource Accountability and Documentation

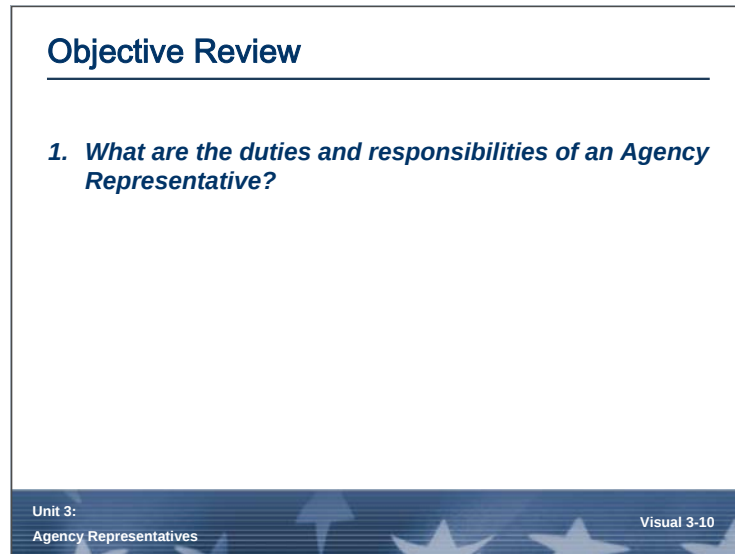
One of the most important tasks the Agency Representative performs is to make sure that all agency resources assigned to the incident are properly used and accounted for. All agency personnel must understand that the Agency Representative is the primary point of contact. The Supervisors or Contractors may be required to report to their management on a regular basis, but that does not relieve them of the responsibility to keep the Agency Representative informed.

No resources are to leave the incident without the Agency Representative's knowledge and approval. This ensures that the personnel and equipment are properly accounted for, and they have completed all agency and incident documentation required.

Incident Demobilization and Debriefing

Prior to leaving the incident, the Agency Representative makes contact with the Liaison Officer or the Incident Commander to debrief the incident. This is a two-way process. First, the Agency Representative will report their agency's level of commitment, if any, and any special instructions they provided to their agency personnel. Second, the Agency Representative will obtain a report from the incident on how well their agency personnel performed on the incident.

This is the time to discuss any issues the Agency Representative or their agency may have with the incident or that you may have with them or their agency.



Explain the Following Key Points

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 Objective as a question. Ask the group to give a brief example or short explanation to answer the question. Try to call on a different student for each answer.

This is not intended to be an inclusive discussion of all material covered in Unit 3, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 4.

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

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

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

Understand the function of an Agency Representative.

Unit Enabling Objective

- Explain the role of the Agency Representative during an incident
- Describe the duties and responsibilities of an Agency Representative