

Mission Base Staff Tasks

This Task Guide has been edited
to include only the tasks for
Operations Section Chief



11 April 2005

Developed as part of the
National Emergency Services Curriculum Project

O-4110
DEMONSTRATE THE ABILITY TO MANAGE TACTICAL OPERATIONS

CONDITIONS

You are a new/old member on a mission, and are assigned the position of Operations Section Chief.

OBJECTIVES

1. Demonstrate the ability to manage the deployment of air and ground resources in prosecution of the assigned tasks.

TRAINING AND EVALUATION

Training Outline

1. The primary job of the Operations Section Chief is to manage the tactical operations for the mission. This is accomplished through the supervision of the Air Branch Director and the Ground Branch Director. The OSC receives the tasks from the Plans Section such as route and grid searches, photo missions, disaster response sorties or ground team requirements. It is the job of the operations section to assign these tasks to the available resources. Since the operations section manages the field activities, it is here that decisions most critical to the mission safety are made.

a. Safety/Operational Risk Management. Safety of the operations is a critical concern. Operational Risk Management must be applied to all aspects of the mission. Crew/team rest must be observed and fatigue monitored.

b. Proper utilization of resources. Aircraft/vehicles and crews/teams need to be selected for sorties with respect to capability versus difficulty of the assignment.

c. Requesting resources. Available resources need to be evaluated against planned needs and additional resources requested through the Planning Section,

2. The Operations Section Chief manages the mission through the operations staff. Operations staff meetings need to be held and an open flow of information is needed from the staff. Hold at least one staff meeting during each operational period and more as required. Pass all pertinent information from IC or Planning meetings to your staff.

3. Ensure that all required documentation is being collected by the operations staff.

Additional Information

More detailed information on this topic is available in the CAP Mission Staff Reference Manual.

Evaluation Preparation

Setup: This task is best evaluated during a full scale training exercise.

Brief Student: As the examiner, you will be looking for management of the staff, utilization of resources, and overall safety of the mission.

Evaluation

<u>Performance measures</u>	<u>Results</u>	
1. Are resources being matched to the mission tasks?	P	F
2. Are sorties being tracked?	P	F
3. Are sorties being properly documented?	P	F
4. Is safety and operational risk management being observed?	P	F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

DEMONSTRATE THE DEVELOPMENT OF THE OPERATIONS PORTION OF THE INCIDENT ACTION PLAN

CONDITIONS

You are a new/old member on a mission, and are assigned as the Operations Section Chief.

OBJECTIVES

- 1. Demonstrate the ability to prepare the operations portion of the Incident Action Plan.

TRAINING AND EVALUATION

Training Outline

1. What is in the Plan? The size and details incorporated in the plan depend on the size and complexity of the situation. For a relatively small mission, it may be comprised of just a few small paragraphs while a large, involved scenario may need several pages to meet the needs of the situation.

a. Procedures: Collect all necessary information needed to manage the operations environment. Physical issues such as flight line operations and tie downs, fueling procedures, staging areas and parking, ingress and egress routes to mission areas and any other information that is needed for supporting operations. Determine how much of this needs to be written in the plan. For a simple mission, only a few sentences might be required, but for the more complex mission more detail will need to be in hard copy.

b. Staff: Determine what staff is needed and their functions if different from normal duties. Again, complexity of the mission will drive the size of the written details.

c. Resource utilization: Determine equipment and personnel utilization. Be sure to consider crew rest and Operational Risk Management.

2. The planning meeting: As soon as the IC and the staff are assembled, the IC will hold a planning meeting where the objectives will be promulgated and the requirements for the plan will be made known. The Plans Section will then be responsible for collecting and coordinating the various parts and publishing the plan.

a. Coordinate: While developing the Operations Section of the plan, coordinate with the Planning and Resources units of the Plans Section.

b. Revise: The plan will normally be reviewed on a daily basis. As the situation evolves so must the plan.

Additional Information

More detailed information on this topic is available in ICS training manuals and CAP Mission Staff Reference Manual.

Evaluation Preparation

Setup: This evaluation is best accomplished at a tabletop exercise. Provide a mission situation and have the trainee develop the operations section of the action plan.

Brief Student: Give the student a scenario and a set of objectives and ask him/her to develop the operations annex to the incident action plan.

Evaluation

<u>Performance measures</u>	<u>Results</u>
1. Was the student able to develop an effective annex for the plan?	P F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

DEMONSTRATE THE EXECUTION OF THE OPERATIONS PORTION OF THE INCIDENT ACTION PLAN

CONDITIONS

You are the Operations Section Chief on a mission, and need to show that the Operations portion of the Action plan is being implemented.

OBJECTIVES

- 1. To execute the operations section of the Action Plan.
- 2. Manage the Resources in an effective and safe manner.

TRAINING AND EVALUATION

Training Outline

1. Once the Action Plan has been written and approved by the Incident Commander, it is time to place it into action. It is the responsibility of the Operations Section Chief to ensure that the plan is carried out and the objectives of the plan are met.

a. Brief Staff: Brief your staff on the plan and make sure that everyone fully understands his or her responsibilities to meet the objectives.

b. Manage the Resources: Request the resources needed to meet the mission requirements and release those no longer needed.

c. Monitor the operations: Stay aware of the situation. Hold regular meetings with your staff and with the Plans Section.

2. Ensure that the correct resources are being applied to the correct task and that all operations are operating in the most accident preventing possible consistent with the mission objectives.

Additional Information

More detailed information on this topic is available in the Mission Staff Reference Manual.

Evaluation Preparation

Setup: This task is best evaluated during a training exercise.

Brief Student: Brief the student that you will be observing his/her actions and inserting evaluation problems or asking questions about the operations.

Evaluation

<u>Performance measures</u>	<u>Results</u>
1. Is operations risk management being applied to all activities?	P F
2. Are resources being used in the most efficient mode?	P F
3. Were the plan objectives followed?	P F
4. Were changes made in a timely manner?	P F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

P-0101
KEEP A LOG

CONDITIONS

You have been assigned to keep a log on a mission, and must log the actions of your unit, section or team on the ICS Form 214 for use during debrief after the mission.

OJECTIVES

Correctly maintain a log of actions during an incident.

TRAINING AND EVALUATION

Training Outline

1. When working an incident, staff members are required to maintain a log of all significant actions. This is important for record keeping of the accomplishments and setbacks, determining search effectiveness during debriefing, and as a legal record of CAP actions amongst many other things.
2. The mission log is started once a unit or section is opened and maintained until personnel are called in and at home safely to the incident commander. A separate log should be maintained for each varying unit or section that is assigned to the incident, and subordinate units at varying levels will normally also keep a log. This log is turned in with the debriefing paperwork and becomes part of the official mission record.
3. The following actions are always recorded in the log:

FOR GROUND OPERATIONS

- a. Departure and return times to mission base.
- b. Routes taken to and from the search area.
- c. Times of entering and leaving search areas.
- d. Any time the search line changes direction.
- e. Times/locations of clue detections or witness interviews.
- f. Time/location of find.
- g. Time/Location of communications checks.
- h. Any event or action related to the team's ability to complete the sortie requirements (natural hazards encountered, injuries to team members, etc.).
- i. Encounters or instructions from local authorities.
- j. Encounters with the media.
- k. Mileage/Flight time at key intersections, when leaving pavement, at other key locations, etc.

l. Time of distress beacon or other emergency signal acquisition.

m. Times distress beacon located and silenced. Also, if available, include the name(s) and organization(s) of person(s) involved in silencing the distress beacon, the manufacturer, serial number, dates of manufacture and battery expiration, vehicle information (type, vehicle registry, description), and the name of the owner.

n. Personnel assignments to and from the team/unit.

Note: This log (ICSF 214) may be kept as an attachment to the CAPF 109

FOR AIRCREW OPERATIONS

a. Briefing details

b. Names of crew members

c. Engine start time

d. Take Off time

e. Communications checks

f. Time beginning assigned grid or route

g. Time departing grid or route

h. Significant weather, turbulence, other

i. Time of landing

j. Time of engine shutdown

k. Crew changes if any

Note: this log (ICSF 214) may be kept as an attachment to the CAPF 104

FOR MISSION BASE STAFF OPERATIONS

a. Time/date unit or log started or activated

b. Name of unit, supervisor, and individual keeping the log

c. Notes from initial briefing

d. Time and noted from staff meetings

e. Significant events, actions taken, direction received or provided

4. For each log entry, the log keeper writes down the following on the ICSF 214:

- a. The time.
- b. The event taking place (see list above)
- c. Mileage and/or location as appropriate.
- d. Name of individual annotating the log each time there is a change.

Additional Information

More detailed information on this topic is available in each emergency services reference text.

Evaluation Preparation

Setup: Prepare narrative of 10 events/actions and times. Provide the individual with the list, a pen, and an ICS Form 214.

Brief Student: Tell the student that he is the log keeper for his unit, and that the 10 events listed in the narrative have occurred. Tell him to log the events/actions on the on team log form.

Note: this evaluation can be accomplished during a training exercise by observing the events taking place and checking the log to see that they are properly annotated.

Evaluation

Performance measures

Results

For each of the 10 events/actions, the student:

- | | | |
|----------------------------------|---|---|
| 1. Logs the time and event | P | F |
| 2. Writes legibly and completely | P | F |

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

DEMONSTRATE REQUESTING ADDITIONAL RESOURCES TO SUPPORT OPERATIONS

CONDITIONS

You are a member on a mission, and are assigned as the Operations Section Chief.

OBJECTIVES

1. Determine which resources are required.
2. Request resources through the Plans section, resources unit.

TRAINING AND EVALUATION

Training Outline

1. There are three situations that the Operations Section Chief will likely find where they will need to request additional resources. In most cases, the first indication will come from the Incident Action Plan. It is imperative that the OSC work closely with the Plans Section in determining and requesting resources. When determining that a resource is required, ensure that the request is clear. If different types of that resource have been identified, make sure you are asking for the correct type.

a. Maximum effort mission. This is the easiest situation to work, it is the one where you have determined that you need everything that is available and request that the Wing be alerted and notified where assets need to report.

b. Sortie requirements being supplied from outside agencies: This one is the more time consuming one for the OSC. In this situation you will need to work very closely with the Plans Section to determine what sortie, air and ground, requests can be expected to be handed to CAP from other agencies. In this scenario you will need to determine what resources might be needed and have them on hand without putting Operations into the situation of having large numbers of people sitting around with nothing to do. You will have to make your best guess on what resources to request to meet potential mission requirements without wasting member's time and causing discouragement on their part.

c. Unique unplanned requirement: This is the sudden requirement for a resource that was not foreseen in the original planning. Examples of this would be where on a search mission a requirement came up where photographs were needed or during a disaster mission a requirement for a twin-engine aircraft came up. In these cases the OSC must make the requirement known to the Plans Section as rapidly as possible.

2. Once a determination is made that a resource(s) is required, the OSC will make the request to the Plans Section.

a. If the requirement is for a maximum effort, then all available aircraft and ground teams would be requested.

b. Meet regularly with the Plans Section and ensure that they are in regular contact with outside agencies to determine what requirements for CAP support may be forecast and request the necessary resources to support the forecast.

c. When an unforeseen requirement is identified, take appropriate action to acquire the resource.

Additional Information

More detailed information on this topic is available in ICS training manuals.

Evaluation Preparation

Setup: This evaluation is best accomplished on a tabletop exercise or a real mission. Provide a number of different requirements from "Plans" and have the trainee determine what resources are needed and communicate those needs to "Plans."

Brief Student: Brief the student to make decisions and request the needed resources to meet the mission requirements.

Evaluation

Performance measures

Results

- | | | |
|---|---|---|
| 1. Did the student make appropriate requests? | P | F |
| 2. Did the student understand the process to request resources? | P | F |

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

DEMONSTRATE RELEASING RESOURCES FROM ACTIVE ASSIGNMENTS

CONDITIONS

You are a new/old member on a mission, and are in the process of releasing resources at the closing of a mission.

OBJECTIVES

1. Ensure that all resources assigned to the mission are properly demobilized.

TRAINING AND EVALUATION

Training Outline

1. Demobilization plans.

a. Planning for demobilization of resources begins almost at the very beginning of the mission itself. The Operations Section needs to maintain close coordination with the Plans Section in the development of the demobilization plan. While it is the responsibility of the Plans Section to actually develop the plan, it is the Operations Section's responsibility to implement it.

b. Demobilization for CAP missions may come suddenly when the object of a search mission is located or it is determined to be in another jurisdiction. However, demobilization can be a drawn out affair when the mission requirements slow over a period of time such as in a disaster mission.

c. Once the Plans section develops the plan and the Incident Commander approves it, then the Operations Section begins to release the resources. The following paragraphs contain questions that may be used to determine how and when resources are released.

1. Ground Teams.

- a. Which teams have been in the field the longest, is fatigue a factor?
- b. Are there any last minute specialized capabilities that would determine which team(s) will be last to be released?
- c. Which teams have the longest distance to travel?

2. Aircrews.

- a. Which crews have been on the mission the longest?
- b. Is there specialized skills or equipment still required to support the mission?
- c. Is duty day or weather a factor to be considered?

3. Mission Staff.

- a. Mission Staff is normally released by the Plans Section, but Operations may be needed to schedule for transportation.

Additional Information

More detailed information on this topic is available in the Mission Staff Reference Text.

Evaluation Preparation

Setup: This evaluation is best accomplished at a tabletop or training exercise.

Brief Student: Based on the scenario tell the student to plan the release of resources no longer needed for the situation.

Evaluation

<u>Performance measures</u>	<u>Results</u>
1. Was the student able to determine what resources were no longer needed?	P F
2. Were resources planned for release?	P F
3. Was a demobilization plan developed?	P F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

L-0001
BASIC COMMUNICATIONS PROCEDURES FOR ES OPERATIONS

CONDITIONS

You are a member of the CAP mission staff performing a task in which the use of a radio is necessary.

OBJECTIVES

Properly operate a CAP radio.

TRAINING AND EVALUATION

Training Information Outline

1. From time to time, duties may require the use of a CAP radio. This is not a difficult task, but does require some knowledge of operating procedures and equipment.
2. You should be able to demonstrate the following skills:
 - a. Demonstrate the proper method to contact another station.
 - b. Demonstrate knowledge of call signs.
 - c. Demonstrate knowledge of basic prowords.
 - d. Demonstrate ability to operate basic radio equipment.
 - e. Demonstrate knowledge of prohibited practices.
 - f. Demonstrate knowledge of National communications policies.
 - g. Demonstrate knowledge of local operating practices.
 - h. Demonstrate knowledge of region, wing, and local policies.

Additional Information

Additional information is available in CAPR 100-1 Vol. 1 and the "Radiotelephone Procedures Guide."

Evaluation Preparation

Setup: The student is provided with a basic radio (volume, squelch, channel controls) and asked to communicate with another station. At least one radio will be needed for this exercise. The pro-words "roger," "over," "out," affirmative," should be used. The exchange should go through several transmissions with questions and answers. Prohibitive practices, such as "chit chat," should be used or discussed.

Brief Student: The student is at mission base and has been assigned the task of reporting when the director of the local office of emergency management arrives for his/her tour of the facility.

Evaluation:

<u>Performance measures</u>	<u>Results</u>	
1. Listen before transmitting	P	F
2. Demonstrate calling procedures including call signs	P	F
3. Demonstrate use/understanding of basic prowords	P	F
4. Demonstrate understanding of radio equipment including finding local repeater/simplex	P	F

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.

SPECIALTY QUALIFICATION TRAINING RECORD (SQTR)
Operations Section Chief

NAME (Last, First, MI)	CAPID	DATE ISSUED
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Prerequisites

Item	Date Completed
Qualified Planning Section Chief	
At least 21 years of age	

The above listed member has completed the required prerequisite training for the operations section chief specialty.

 UNIT/WING/REGION COMMANDER OR
 AUTHORIZED DESIGNEE'S SIGNATURE

 DATE

Familiarization and Preparatory Training

Task	Evaluator's CAPID and Date Completed
Complete NIIMS G193 or equivalent	

The above listed member has completed the required familiarization and preparatory training requirements for the operations section chief specialty qualification and is authorized to serve in that specialty while supervised on training or actual missions.

 UNIT/WING/REGION COMMANDER OR
 AUTHORIZED DESIGNEE'S SIGNATURE

 DATE

Advanced Training

Evaluator's CAPID and
Date Completed

Task

Complete Task O-4110 Demonstrate the ability to manage tactical operations	
Complete Task O-4111 Demonstrate the development of the operations portion of the Incident Action Plan	
Complete Task O-4112 Demonstrate the execution of the operations portion of the Incident Action Plan	
Complete Task P-0101 Demonstrate the ability to keep a log	
Complete Task P-3113 Demonstrate requesting additional resources to support operations	
Complete Task P-3126 Demonstrate releasing resources from active assignments	
Complete Task L-0001 Basic Communications Procedures for ES Operations	
Complete Flight Release Officer Training	
Complete the appropriate portion of CAPT 117, <i>Emergency Services Continuing Education examinations</i>	

Exercise Participation

The above listed member satisfactorily participated as an operations section chief trainee under my direct supervision on mission number _____.

QUALIFIED SUPERVISOR'S SIGNATURE

DATE

The above listed member satisfactorily participated as an operations section chief trainee under my direct supervision on mission number _____.

QUALIFIED SUPERVISOR'S SIGNATURE

DATE

Unit Certification and Recommendation

The above listed member has completed the requirements for the operations section chief specialty qualification and is authorized to serve in that specialty on training or actual missions.

UNIT/WING/REGION COMMANDER OR
AUTHORIZED DESIGNEE'S SIGNATURE

DATE