
Unit 4:

Division/Group Leadership and Management



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Visual 4.1

Unit Terminal Objective

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



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Visual 4.2

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



Personnel Management (1 of 3)

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



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Personnel Management (2 of 3)

What types of personnel leadership and management issues may the DIVS face?



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Personnel Management (3 of 3)

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**



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Leadership for DIVS

Leadership is the ability to influence, inspire, and motivate others to achieve a desired outcome or result.

Handout 4-1: DIVS Leadership



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Team Building and Maintenance (1 of 3)

Seven Practices of Highly Effective Teams



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Team Building and Maintenance (2 of 3)

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**



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Team Building and Maintenance (3 of 3)

5. Individual competency

6. Empowering communication

7. A winning attitude



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Visual 4.10

Unity of Command

Under unity of command, personnel:

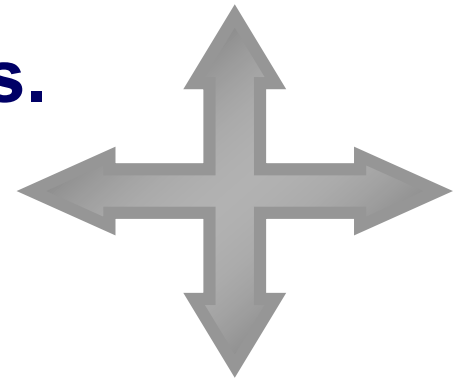
- **Report to only one Supervisor.**
- **Receive work assignments only from their Supervisors.**



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Unity of Command (Cont.)

- **Information should be shared horizontally and vertically.**
- **Not meant to be taken to extremes.**
 - **Filter information.**
- **Communications goes across the organization and assignments go up and down the chain of command.**



Division/Group Management

Internal Coordination with:

- Division resources
- Adjoining resources



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Division/Group Relationships

- **Critical issues or operations MUST be coordinated between Divisions and Groups.**
- **Examples include:**
 - **Backfiring.**
 - **Hazardous materials operation.**
 - **Air operations and rescue.**
 - **Situations where one operation is dependent on the other to be safe and successful.**



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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Supervision

See and be seen:

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



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Span of Control (1 of 3)

- **The number of individuals one supervisor can effectively manage.**
- **Particularly important on incidents where safety and accountability have top priority.**
- **Optimal guideline is 1:5; effective incident management frequently necessitates significantly different ratios – use best judgment.**



Span of Control (2 of 3)

- 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.
- Request must be approved by supervisors, but delegation is up to you.



Span of Control (3 of 3)



Communicate the assignment with:

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



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Activity 4.1: Identify Span of Control Issues

Allotted Time: 45 minutes



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Visual 4.20

Management Control System

- **A measurement of progress against time.**
- **Established production rates may be used initially.**
- **If you do not have any, find a Technical Specialist that can provide input and adjust.**



Instructions and Expectations

Must communicate instructions and expectations:

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



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Five 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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Evaluating Performance (1 of 6)

Establish standards of performance based on:

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



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Evaluating Performance (2 of 6)

Compare the actual results with those established standards:

- **Make adjustments as necessary**
- **Re-evaluate after adjustment**



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Evaluating Performance (3 of 6)

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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Evaluating Performance (4 of 6)

Performance Improvement Process:

- Identify the problem, e.g. performance, behavior, etc.
- Discuss potential corrective action. Obtain input and possible solutions from subordinate. Agree on timeframe and improvements to correct problem.
- Follow-up to ensure improvement.
- Document meeting on Incident Personnel Performance Rating (ICS-225)



Evaluating Performance (5 of 6)

Corrective actions to improve incident performance:

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



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Evaluating Performance (6 of 6)

Good performance:

- **Acknowledge**
 - **Evaluation**
 - **Praise**
- **“Praise in public; reprimand in private.”**



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Division/Group Documentation Requirements (1 of 4)

- Equipment shift tickets
- Verification of pay documents
- Handout 4-2: Division/Group Documentation Requirements



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Visual 4.30

Division/Group Documentation Requirements (2 of 4)

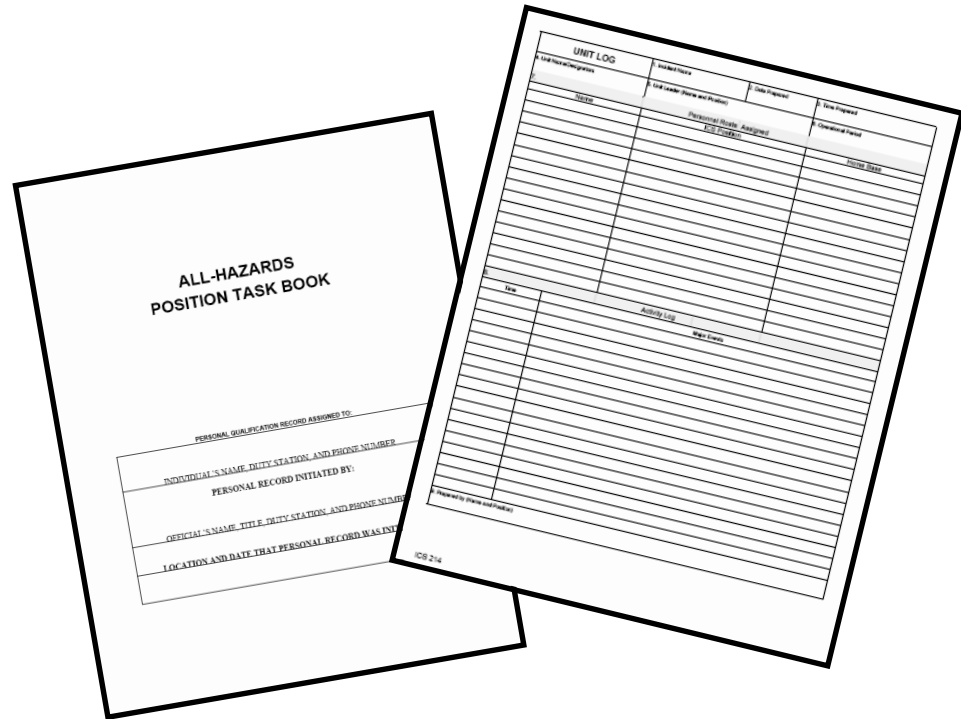
- **Equipment inspection forms**
- **Damage assessment and inspection documentation**



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Division/Group Documentation Requirements (3 of 4)

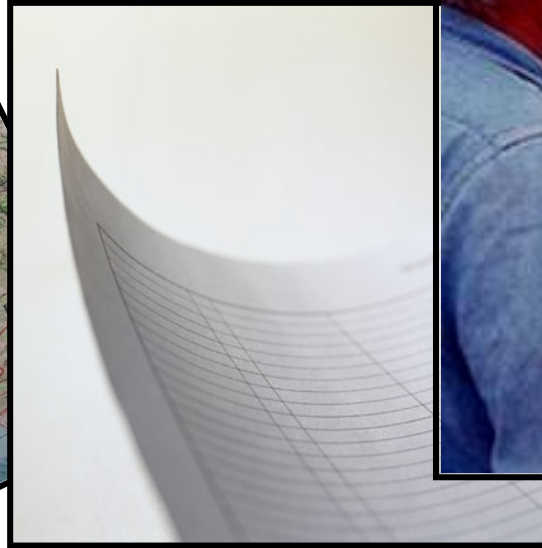
- ICS Form 213
- ICS Form 214
- Signing PTB



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Division/Group Documentation Requirements (4 of 4)

- Evaluations
- Debriefing forms



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Demobilize 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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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?**



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?**

