

# Situation Update

December 2010



## Wrapping Up 2010

Ron Cantin-EMSI Vice President

It's hard to believe that 2010 is nearly behind us! What an incredible year it has been for incident response in the United States. Looking back on the year's response activity we dealt with an array of fires, floods, and even a few hurricanes, but certainly the most publicized was the Deepwater Horizon Incident.

This unprecedented oil spill gave thousands of people from across our nation the chance to apply and learn new incident management skills at a very high level. As this response begins to de-escalate towards incident closeout, it is important to consider how to document the experience gained by so many personnel who filled functional positions on the incident management teams. Contact our office to speak to an EMSI professional for assistance with systematically documenting this experience.

This past year there were a tremendous number of "Best Practices" that were developed, particularly during the Deepwater Horizon response. Now

is the time for fully capturing them for incorporation into Standard Operating Procedures and Contingency Plans. Taking the time now, while they are still fresh in your mind will improve the quality of the information and better prepare you for the next response. Make it your New Year's resolution to get them all documented so you will be ready to put them to good use on the next response.

The year 2010 also brought us the gift of many new friends and business associations for which we are very grateful. Like a close family, we treasure these relationships and look forward to continued sharing of our extensive capabilities to help you grow strong preparedness and response programs.

In many ways, 2010 flew by too fast and we hate to see it go, yet we also look forward with excitement to what 2011 has in store for us. On behalf of the entire EMSI team, we wish all of you the very best during the coming holiday season and in the New Year. Thank you.

GROW YOUR KNOWLEDGE 2

EVENTS CALENDAR 2

THE STOP WORK AUTHORITY 3

A TRIBUTE TO AN AMERICAN HERO 4

TRAINING OPPORTUNITY 5

STAY CONNECTED 5

# GROW YOUR Knowledge

EMSI is committed to offering training, exercise and resources that challenge and cultivate growth of individuals and teams so they are prepared for all-hazard events. Unfortunately, you can't carry an ICS expert to a response, so we've created a handful of resources that will help you do your job better.

Job aids are an excellent tool to guide you through position duties and responsibilities step-by-step throughout each phase of the response. We currently offer the following job aids:



- Area Command
- Incident Commander
- Liaison Officer
- Safety Officer
- Logistics Section Chief
- Operations Section Chief
- Planning Section Chief
- Resources Unit Leader
- Situation Unit Leader
- Demobilization Unit Leader
- Technical Specialist

Be prepared for your next Incident Command Post and Area Command Post Meetings by purchasing one our kits, stocked with all the necessary set-up elements. Also available are the Incident Command Post Operations Kit and the textbook "Beyond Initial Response", coauthored by our very own, Chuck Mills. Need an ICS form? Download USCG version forms for free on our web site.

<http://emsi-ics-services.com>



## LOOKING FOR A SPECIFIC COURSE?

If you're in need of training that isn't listed under "Upcoming Events", please visit our full online calendar [here](#).



## WANT US TO COME TO YOU?

Call us at 540-423-9004 for more information on scheduling a course for your company or organization.



## NEED MORE INFORMATION?

View the complete course descriptions [here](#).



## Upcoming Events

January 10-14	ICS-430/440
USCG, Yorktown, VA	
Jan. 31-Feb 3	ICS-300/400
BP, Anchorage, AK	
February 8-11	ICS-310
DOD, Ft Bragg, NC	
February 10	ICS-408
USCG, Honolulu, HI	
February 14-16	ICS-300/400
Alaska Clean Seas, Anchorage, AK	
February 18	IMT Exercise
Alaska Clean Seas, North Slope of AK	
February 15-17	ICS-320
USCG, Bar Harbor, ME	
March 22-25	ICS-310
EMSI, Houston, TX	
March 21-25	ICS-300/400
DHS, Arlington, VA	
March 28-April 1	NCR Exercise
NCR, Gettysburg, PA	
April 2-4	ICS-320
BP, North Slope of AK	
April 4-8	Multi-Agency Team Building Exercise
EPA, Mobile, AL	
April 12	ICS-408
USCG, Juneau, AK	
April 19-21	ICS-320
USCG, Duluth, MN	
April 19-21	ICS-320
USCG, Savannah, GA	



# THE STOP WORK

AUTHORITY



*Ed Doyle*

In the relatively static and well-defined operational conditions of a wide variety of manufacturing facilities, a broadly-trained Stop Work program can be one of many health and safety policies and procedures. Generally speaking, the Stop Work is applied when the following conditions exist:

- Conditions or the work plan changes
- You “think” a hazard or an unsafe condition may exist
- Others who were not involved in the work planning join the work team

However, in the more dynamic working environment of the emergency response, the misapplication of Stop Work has the potential of seriously compromising the objectives of the Site Specific Safety Plan (SSP) that is developed, administered and implemented by the Safety Officer function. In this setting, according to OSHA’s Hazardous Waste Operations and Emergency Response standard [1910.120(q)(3)(vii)], “the individual in charge of the ICS shall designate a safety officer, who is knowledgeable in the operations being implemented..., with specific responsibility to identify and evaluate hazards and to provide direction with respect to the safety of operations...”. In addition it states, [1910.120(q)(3)(viii)], “...when activities are judged by the Safety Officer to be an IDLH {Immediately Dangerous to Life or Health} and/or to involve an imminent danger condition, the Safety Officer shall have the authority to alter, suspend, or terminate those activities. The safety official shall immediately inform the individual in charge of the ICS of any actions needed to be taken to correct these hazards at the emergency scene”.

In a recent response, the Stop Work concept was broadly disseminated (response wide) through a training program in which the Responsible Party explained that the Stop Work authority is granted to everyone involved in the effort. The intent of the training program attempted to establish in every responder’s mind that stopping the work should not be seen as a negative but that it may be the last opportunity to

prevent an incident.

The consequences of this approach if misapplied can seriously compromise the safety mission as set forth in the ICS system—a management approach fully understood by experienced response personnel at all levels of operational responsibility: management, supervision and technician. Multiple instances of Stop Work situations in the response, not by responders but by Responsible Party personnel not charged with the Safety Officer’s role, can result in a lack of respect for the safety mission and for those charged with implementing the SSP, especially “stops” for inconsequential or minor issues or for issues that do not involve significant consequences or imminent danger. Just as important, it creates unnecessary confusion and delay and portrays safety as a nuisance activity.

Experienced and professional Safety Officers, used to working on spill responses within a clearly defined management system, do not exercise their Stop Work authority to prove a point, show off knowledge, or simply to demonstrate that authority. Behavior of that sort is, in fact, contradictory to the Safety Officer concept OSHA set forth in 1910.120 and the command position of Safety Officer. The Safety Officer has the authority to Stop Work, but only in the context of understanding the job at hand and its potential hazards along with good communications and involvement in the job or job preparation. The Safety Officer represents all—workers, supervisors, the management team and the public. It is a role that requires judicious action taken with deliberation and care.

Ed is an instructor for the EMSI ICS-404 Safety Officer course. He has acted in the Safety Officer capacity for a variety of incidents including the Athos I spill in the Philadelphia area and the recent Deepwater Horizon Incident. While assigned to the DWH incident he handled safety for deepwater skimming operations and post incident decontamination operations. He is the President of CSERT, Inc. a safety and health training and consulting firm. Ed resides in Hockessin, Delaware.



# A Tribute to an AMERICAN HERO



By: Greg Greenhoe - EMSI Senior Instructor

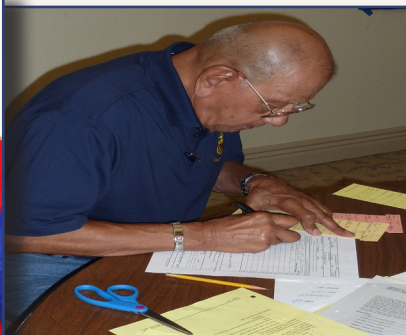
EMSI recently had the pleasure of presenting an ICS-341, Incident Response Planning course, for USCG Sector Los Angeles/Long Beach at Fort McArthur. Seventeen members of USCG active duty and auxiliary attended the course taught September 20-24, 2010. This course teaches skills needed to implement the Incident Command System planning process during an incident response, planning event or exercise. ICS-341 is designed around a mock maritime disaster involving a vessel fire, with people and oil in the water, near beaches that are environmentally sensitive.

Each morning when the course instructors arrived early to prepare for the day, there was one student who was already in his seat diligently studying his textbook, job aids and other course materials. USCG Auxiliarist Damaso "Gunny" Sutis, who is 84 years young, a retired Gunnery Sergeant with the

United States Marine Corps. He joined the corps at the age of 17 in 1943 and was in the third wave landing on the beach in Iwo Jima. He watched the flag being raised on Mt. Suribachi while being pinned down by enemy gunfire. Gunny went on to serve during the remainder of World War II and in the Korean War as well.

Gunny displayed a true passion for learning ICS. He asked great questions, participated in all of the exercises and displayed outstanding leadership skills during the course. When it came time to tabulate the scores for the final exam, Gunny came in at the top of the class scoring 93%! His hard work during the week demonstrated the highest traditions of both the United States Marine Corps and the United States Coast Guard. It was a pleasure and an honor to have him in our class.

(Top) Gunny gives opening remarks for the C&G meeting as a member of the Unified Command (Below-left) Gunny & EMSI Senior Instructor Greg Greenhoe (Below-right) Gunny passed the test with flying colors.



Greg has been an Instructor and Course Coordinator for EMSI for the past 5 years. He retired from the US Forest Service in 2005 where he was assigned as the Deputy Director of Fire and Aviation Management for the Northern Region in Missoula, Montana. He was a former Type I Planning Section Chief, Operations Section Chief, Incident Commander and Area Commander. Greg currently resides in Thayne, Wyoming.

We wish you a  

Merry  
 Christmas


and a New Year filled  
 with peace and prosperity.

— HAVE AN IDEA? —

Your feedback is valuable to us. Help us deliver a newsletter that best serves you and your organization's needs by sending us your thoughts, suggestions, etc.

We'd love  
 to hear from you.

To **unsubscribe** to this newsletter please e-mail us at  
[info@emsi-ics-services.com](mailto:info@emsi-ics-services.com).

# ICS INSTITUTE<sup>sm</sup> EMSI

EXCELLENCE in Training, Exercise and Response

March 22-25, 2011  
 Houston, Texas

## ICS-310

### Intermediate Incident Commander



**Registration now open!**  
 Download the registration  
 form by visiting the ICS-310  
 HOU course (March) on our  
 events calendar.

## STAY INFORMED! SIGN UP FOR EMSI E-MAIL



Receive our quarterly  
 newsletter with the  
 latest information,  
 training schedule  
 and featured articles.



Keep up-to-date  
 with our schedule  
 and receive flyers  
 for upcoming  
 ICS training.

## EMSI

ICS-430/440

ADVANCED OPERATIONS &  
 PLANNING SECTION CHIEF

JANUARY 25-29, 2010  
 STAFFORD, VIRGINIA

REGISTER TODAY

**ICS INSTITUTE<sup>sm</sup>  
 EMSI**

THIS STATE OF COURSE IS AN EEP FUNDATION FOR PREPARING YOU TO PROMOTE YOUR SKILLS AND RESPONSIBILITIES AS THE OPERATIONS SECTION CHIEF AND PLANNING SECTION CHIEF. AFTER COMPLETION OF THIS INTERMEDIATE LEVEL TRAINING, YOU WILL POSSESS THE KNOWLEDGE, SKILLS AND TOOLS THAT ARE REQUIRED TO BE SUCCESSFUL IN BEING THE TWO CRITICAL INCIDENT MANAGEMENT TEAM POSITIONS.

EMERGENCY MANAGEMENT SERVICES  
 INTERNATIONAL, INC.

HTTP://EMSI-ICS-SERVICES.COM/  
 INFO@EMSI-ICS-SERVICES.COM  
 PHONE: 540-423-9004

COURSE TOPICS PAGE 2  
 REGISTRATION FORM PAGE 3

Send us an e-mail at [info@emsi-ics-services.com](mailto:info@emsi-ics-services.com) to sign up

540-423-9004 | [info@emsi-ics-services.com](mailto:info@emsi-ics-services.com) | <http://emsi-ics-services.com>