Slide 1

Deployment Awareness for TERT Team Leader
Student Manual

Washington State Criminal Justice Training Commission
Telecommunicator Program Office & the
APCO/NENA National Joint TERT Initiative

Slide 2

> # Introduction
>
> - Student Intro   • Code of Conduct
> - Instructor Intro
> - Housekeeping
>   - Smoking
>   - Cell Phones
>   - Breaks
>   - Tablets
>   - NJTI Participant Guide
>   - Expectations

Slide 3

> # Course Goals
>
> - To provide you an awareness & understanding of the phases of deployment
> - Deployment in Washington State

We are going to work to make this class as experiential as possible for you. You all will have taken the TERT Member course, so you should have a working knowledge of TERT goals and expectations.

Our goals for this class are to provide you an understanding of:

- The TERT Deployment process in WA State
- The Pre-Deployment Planning process
- The Departure & Enroute period planning
- The requirements of and planning for the Deployment Period
- Pre-Departure preparation and planning
- Post-Deployment requirements

Slide 4

Phase 1- Pre-Deployment Planning

- Problem Solving Model
- Phases
  - Pre-Deployment
  - Departure & Enroute
  - Deployment Period
  - Departure Planning
  - Post-Deployment

Unit 2 – Pre-Deployment Planning

The role of the Team Leader is to manage the team before, during, and to the end of the deployment period. One of the most important skills you will need is that of problem-solver.   Take a few minutes to look at the problem solving model.

In order to effectively problem solve there are several steps you must take:

- Identify the problem or issue
- Determine what you know about the issue (this is different than how you *feel* about the problem).
- What information do you need to know
- Determine how you will gather your facts
- Identify possible resources and solutions
- Try the solution- act
- Evaluate the results of the solution

We'll have you use this model today as we go over the 5 stages of a deployment and the Team Leader's role in each of those stages.

Here is a brief overview of the stages:

Pre-Deployment
- This is stage requires planning and work on the part of the State TERT Coordinator, Regional Coordinator, Participating PSAP Points of Contact, Team Member, and Team Leader selections for the deployment
- This stage also requires travel planning and logistics for the team

Departure & Enroute to the Receiving PSAP
- Team building for the team
- Travel to deployment
- Preliminary work plan

Deployment Period

- Liaising with the Receiving PSAP
- Briefings
- Logistics/operational needs
- Oversight
- Personnel management

Departure Planning

- Pre-Departure Planning
- Incoming team briefing
- Work plans
- Paperwork collection
- Travel arrangements/logistics

Post-Deployment

- Forms & paperwork completion
- After action report
- TERT Committee review panel participation

Slide 5

Scenario 1- Intra-State Deployment

- Wildland fire
- Homes have been destroyed
- Unable to reach a dispatcher who lives in affected area
- Hot, windy weather predicted

One of our goals in training TERT personnel is to provide annual exercise training activities. We hope to be able to create and promote on-going training, possibly involving mock deployments around the state. In order to better prepare you for these deployments, mock or otherwise, we have created two scenarios we will be working with today.

The first scenario those of you who attended yesterday's Member training, will recognize. It is designed for an intra-state deployment to a wildland fire-impacted comm center.

Scenario 1 Intra-State Deployment

Your PSAP is a combined center for 4 law agencies, 12 Fire Departments/Districts and one 911 center for a county that has a population of 35,000.

A wildland fire started 3 days ago due to lightning strikes and is growing quickly. In the past 4 hours a wind storm has arrived and changed the direction of the fire.

Due to the sudden change in the weather there were limited warnings for the nearest community. So far we know that approximately 15 homes have been destroyed, and not everyone is accounted for. Evacuations are underway for 3 more communities. Several of your staff either live in these communities and/or have family members who do. The fire is completely out of control. At this point it is 0% contained and the weather reports indicate continuing dry weather with potential high winds for the next several days.

You have been calling in staff but you are unable to reach a dispatcher who lives in the first community. No one can safely access this area.

Your center has requested a TERT team from the State TERT coordinator.

Slide 6

Scenario 2- Interstate Deployment

- Major earthquake in Anchorage
- Wide spread damage
- Utilities are out
- Some looting has occurred

Scenario 2 Inter-State Deployment

Anchorage, Alaska had an 8.5 earthquake, destroying most of the waterfront and causing major roadway damage. Power outages are citywide. Water supplies are questionable. Water and sewage systems have failed due to line ruptures.

A Natural gas line through the middle of downtown has ruptured, causing an explosion with significant damage to government offices and other businesses or structures. There are an unknown number of casualties but estimates range from 200-900 and many persons are unaccounted for.

Buildings have collapsed on the water front. Aftershocks continue to occur.

There has been some looting of businesses by loosely organized gangs in the downtown area.

Slide 7

What's the Process?

- What is the process for requesting TERT?
- What happens before you get the call?

We are going to have you work in your respective groups on your scenarios.

The assignment for both scenario groups is this:

Create a flow chart showing the process for requesting a TERT response

Notes:

Most of the information should come to you from the State TERT Coordinator. That information will generally include:

- Purpose of the deployment, role of the team, scope of work, and specific needs of the PSAP
- Anticipated duration
- Weather conditions or environmental factors
- Security concerns
  - o Team member ID requirements and safe zone info
- Equip and supplies needed
- Deployment site point of contact with all applicable information for TERT Leader to use to contact the PSAP
- Transportation logistics – how members will get to the Receiving PSAP– how to limit the number of vehicles driving into a response area. There should be only enough to provide transportation back and forth from PSAP to housing area for shifts. Typically only 2, possibly 3 vehicles to any conventional single-team deployment.

Some of this information may or may not be available based on the circumstances and the changing conditions. This requires the Team Leader to be in frequent contact with the State TERT Coordinator

Scenario 1
- Requesting PSAP through the PSAP's local emergency management agency (EMA) makes a request for a TERT Team.
- The EMA contacts the State Dept. of Emergency Management Division (EMD)about the request
- State EMD has the contact information for the State TERT Coordinator (Cory James) and notifies him or his backup.
- State TERT Coordinator is given the mission number for the event
- State TERT Coordinator calls the requesting PSAP to get an idea of what is needed
  State Coordinator needs: Type of event, number of telecommunicators needed/per shift, number of days they will be needed, any special issues getting to the PSAP, how soon are they needed?
- State Coordinator contacts the Regional TERT Coordinators who poll their region's PSAPs asking Participating agencies if they have any TERT members or leaders they would be willing to allow to participate on a team.
  - o PSAPs provide a list of qualified personnel (they've had all the requisite training classes and are listed on the "Agency Affirmation of Completed Training for TERT Team Members list" which is the document that tells us who is "blessed" by the agency to be deployed based on selection and completed training requirements.)
- PSAPs give the Regional Coordinators their lists of available personnel and the Regional Coordinator passes the list on to the State TERT Coordinator
- State TERT Coordinator then picks a team and a Team Leader based on the information he has received from the requesting PSAP

Scenario 2
All of above and:
- State Coordinator works with the team members' agencies to obtain salary and benefits information and makes sure the agency has an Intergovernmental Agreement (IGA) in place with State EMD
- State Coordinator submits a total cost estimate to State EMD which passes it on to the requesting state (Alaska, here)
- The requesting state either accepts or passes on the TERT Team and estimated costs
- In this case, they accept the costs and formally request the team

Slide 8

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Scenario Update

Scenario 1-Intrastate   **Scenario 2-Interstate**

- 5 person team, 4 from W.WA, 1 from E.WA
  - Okanogan Co. is your destination
  - Lodging at fairgrounds
  - Poor air quality
  - Continuing hot, dry conditions
- Team Leader(you) has a van
- 5 day deployment
- Filter mask is needed for each team member
- Roadblocks into the area

- 5 person team from around WA
  - Flight: SEA 9:30 AM following day
  - 11 day deployment
  - SUV rental on arrival
- Fire Center damaged & closed- working with LE dispatch
  - April
  - Lodging at U of A
  - Temp in the 40s
- Need raingear
- National Guard escort

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SCENARIO 1 Update: Intra-State Deployment

- This will be a 5 person team (Team Leader + 4), 4 from Western Washington and 1 from Eastern Washington. You and the State Coordinator (SC) decide where and how you will transport the team to the PSAP. 4 of you are coming from Western WA and the 5th person is coming from Wenatchee. Group needs to be at Okanagan County Fairgrounds 12 hours from now.
- Lodging will be in fairgrounds
- The Team Leader agency has a van
- Incident is in Omak moving towards Ferry County
- State TERT Coordinator is Cory James (425)577-5583
- Deployment is for 5 days
- It is July, hot and windy, red flag conditions, dry
- Air quality in the area is poor
- PSAP Contact at Okanogan County is XXXX
- Equipment and Supplies needed is a filter mask
- Road blocks in the area they will need to go through

Scenario 2 – Interstate Deployment to Anchorage

- 5 person team (Leader +4 members) from across the State
- In checking airlines, there is a less full flight from SEA to Anchorage, departing at 09:30AM
- Return ticket is to depart on day 11 of the deployment
- Rental SUV is arranged at the airport
- Fire center has been damaged and closed. They are all working jointly out of the LE dispatch communication center.
- Deployment is 10 days
- It is April
- Lodging is at University of Alaska
- Widespread power outages
- Weather is averaging 46 degrees
- Supplies – Full set of raingear
- National Guard is deployed and is providing escort on any travel to and from the communication center due to security issues

You have been contacted by the State TERT Coordinator and given the information in the update.

Slide 9

Brainstorm Activity
Pre-Deployment Planning

- What else do you need to know or do to plan for departure
- What info will you give your team about the pre-deployment plan?
- What is the responsibility of team member and his/her agency at this point?

Brainstorm Activity – Pre- Deployment Planning
Working in your groups on your scenario, take **10 minutes** and answer the following questions:

What else do you need to know or do to logistically plan for the Departure/Enroute phase?
What information will you impart to your team about the pre-deployment plan you have?
What is the responsibility of the team member or member's agency at this point?

Notes:

During this planning phase, the Team Leader should communicate to each member:

- Ensure each team member brings all necessary equipment and supplies
- Identify any specific member agency documentation such as time sheets, reports or expectations of the member while on deployment
- Provide information on the nature of deployment as known, propose, conditions, duration and any other information that would be beneficial

Slide 10

Projected Web Portal for Deploying Teams

- CJTC is working on the creation of a password-protected web portal on the Telecom webpage
- *Access to this page is for members only and all info on it is confidential*
- What information would be useful to you?

The CJTC has created a unique, password-protected portal on the Telecommunicator Program page. This portal will be used to post any information about the PSAP or disaster area that is pertinent. The information on this website is CONFIDENTIAL. Each deploying TERT member will be given a password that has been generated for this deployment only. It is for the exclusive use of the TERT Team member and is not to be given to anyone else-not family, agency, or others. The purpose of the portal is to provide confidential and possibly sensitive information to team members who will have a need to communicate and prepare themselves for the conditions at the PSAP.

What information would be helpful to you as a Team Leader or member to have posted on the site to assist you with pre-deployment planning?

Slide 11

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Transportation & Logistics

- Means of transport
- Stopping & checkpoints
- Supplies
- Buddy System

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Transportation and Logistics

There are four essential components when dealing with transportation & logistics:

- **MEANS OF TRANSPORTATION**
    - How you will get to the PSAP is your first consideration. **Scenario 1 group: how would you best get folks to the PSAP in Okanogan County? Scenario 2: same question?**
    - How many vehicles will be going?

- **STOPPING/CHECKPOINTS**
    - How many times will you be stopped or need to stop enroute?
    - When possible, let members know where you will be stopping to eat or lodge so they can financially plan for the event. Remember, each member or member agency is on their own, at least initially, for the cost of the travel.
    - If there are checkpoints into the area, they should be identified

- **SUPPLIES FOR THE TRIP** Food, water, etc. should be brought to avoid unnecessary stops
    - Consider bringing enough bottled water for the duration, if space allows (driving)
    - *NO ALCOHOL rule – for all exercises AND deployments – people are subject to callback at all times*
    - **Consider bringing your own headset!** Ask State Coordinator or Receiving PSAP Liaison what type of headsets/receptacles the receiving agency has in place.

- **ESTABLISHMENT OF A BUDDY SYSTEM** Each member should be paired with at least one other member
    - *This means on ALL TERT exercises & deployments – no one leaves "camp" without a buddy.*
    - These member pairs are to remain together until the entire team arrives at the deployment area

It is assumed that each TERT Program will have done pre-deployment planning for a TERT event.

Slide 12

Scenarios Update #1
Departure & Enroute Phase

Intra-State

- Receiving PSAP contact given
- Need coverage 0700-1900, 1900-0700 and Team leader will offset to overlap

Interstate

- Receiving PSAP contact given
- Need the team to work 2300-0730

During this phase you will be:
- Introducing the group to each other
- Building an effective, bonded team
- Safely travel to the deployment area
- Develop a preliminary work plan
- Review the team's readiness to deploy

The next Phase is **the Departure & Enroute** (to Receiving PSAP) Phase. We will assume that each of your teams will meet at a single location prior to reaching the Receiving PSAP. This is where you will begin to lead this group.

During this phase you will be:
- Introducing the group to each other
- Building an effective, bonded team
- Safely travel to the deployment area
- Develop a preliminary work plan
- Review the team's readiness to deploy

Here are your scenario updates:

Scenario 1 – Update #2

PSAP Contact advises your point of contact (aka "Handler") is Joe Parker (509)465-1297

The agency need is 0700 to 1900 and 1900 to 0700, 2 on each shift and the Team Leader will offset this schedule to overlap with both.

Scenario 2 – Update #2

PSAP Contact advises your point of contact (aka "Handler") is: Rebecca Hightower (907)823-3829

The agency need for your team is to work the night shift 2300-0730. There will be a couple of employees of support staff available to your team.

Slide 13

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                Departure Phase Activity

        • What will you to ensure safe travel?
        • What steps will you take to build and
          effective team?
        • How will you develop an initial work
          plan?
        • How will you gauge team member
          readiness?
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Departure Phase Activity

Take **20 minutes** working in your groups look at the first 3 steps of the problem solving model and answer the questions for each part of the Departure Phase:

• **What will you do to ensure safe travel to the Receiving PSAP**
• **What steps will each scenario take to build an effective team, prior to arriving?**
• **What steps will you take to develop an initial work plan?**
• **How will you determine team member readiness to deploy?**

Create a checklist of activities and "what I need to know" to present to the group.

Notes:

Notes:

Slide 14

Departure/Enroute

- **Develop an initial work plan**
- Check team readiness to deploy
  - Resource number
  - Identification
  - Member data, name, agency, phone, agency contact
- Update members on event
- Confirm commitment for entire deployment
- Confirm physical/mental preparedness
- Assign buddy system pairs

- **Final Review**
  - Team Leader is the first chain in chain of command for all team issues
  - Team members understand their role in a disaster area
  - Team members understand expectations of behavior, conduct & personal safety
  - Members understand the importance of keeping accurate work records & financial records
  - Members understand the requirement to have ID with them
  - Members understand travel requirements or restrictions

Developing an initial work plan:

Did the plan include initial training of the team to operate equipment, have type codes, maps, or other agency-specific information available to them?

Have you taken into account the shifts your members work? Can you use them on a similar shift at the Receiving PSAP?

What experience does your member have and where will they be used?

Readiness to deploy:

- Have team members introduce themselves to each other
- Check to ensure that each team member has the resource or mission number for this event
- Make sure each team member has personal and agency identification that meets the deployment area requirements
- Record and review the list of each member name, agency, phone number, and agency contact for information accuracy
  - Make sure this information is sent to the State Coordinator to ensure accuracy of records
- Update members on any changes in the nature of deployment or logistics
- Confirm that each member is committed to the deployment for the entire duration and understand that there are difficulties associated with attempting to leave a deployment early
  - This may leave the team understaffed
  - Other logistical difficulties may arrive for a member leaving a deployment early
- Confirm with each team member that they are physically and mentally prepared for deployment
- Team members will employ the buddy system for the entire duration of the deployment any time they travel in the deployment area

Final Review

- Confirm that all team members understand that the Team Leader is the *first chain in the chain-of-command for all team issues.*
- Team members understand their role in the disaster area
- Team members understand expectations of behavior, conduct, and personal safety
- Team members understand expectations of paperwork completion and accuracy
- Team members understand the importance of keeping accurate financial and work records and receipts
- Team members understand the requirements to maintain appropriate identification and travel or movement requirements in or around the deployment area

Slide 15

Deployment Phase
Activity

• List Team Leader responsibilities.

Deployment Phase

Part 2 of the Activity- Handout to each participant, a Daily Activity Log

Deployment Activity

Working in your groups, come up with a list of things you believe the Team Leader is responsible for during the deployment. We have mentioned some of them and we have sent out the NJTI Student Guide in advance of the class, but we want you to put them into a list so that we can see all of the responsibilities. You have **10 minutes**. (Answers are on subsequent pages)

Slide 16

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                    Scenario Updates #3
          What Info do you log? What else do
                         you do?
       • Intra-state                  • Interstate
         – You train on CAD as soon     – Train at the PSAP on CAD
           as you arrive                  and radio
         – 3rd day team member          – Day 5 –request to come
           gets sick and unable to        in 2 hours early-cold
           work                           front and severe
         – Day 5 team members             weather
           have been assigned by        – 2 team members get
           PSAP supervisor to do          into an argument stating
           data entry                     they won't work
                                          together
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PART 2- Immediately After Deployment Activity- Provide the Update

Scenario 1 – Update #3

•   Training on Receiving Agency CAD occurs as soon as you get there.
•   Lodging stays the same- at the fairgrounds on cots.
•   During day 3 one of your team members gets severely sick and is unable to work. You find out that they have asthma.
•   On day 5 when you come in, one of your dayshift team members shares a concern with you that after they came in, the Receiving PSAP shift supervisor pulled them from call taking and had them do data entry and then instructed them to do data entry during the "down time" during the shift.

Scenario 2 – Update #3

•   Training at the PSAP as soon as you get there
•   Lodging stays the same
•   Prior to day 5 shift you are called during the day and advised that your team needs to come in 2 hours early due to a cold front coming in that is going to freeze over everything. Severe conditions are going to occur.
•   Prior to going into the communication center, 2 of your team members get into an argument and storm off from each other yelling they are not going to work together.

What information will you put in your Daily Activity Log (ICS form 214)? What else do you do in these scenarios?

Notes:

Slide 17

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│               Responsibilities               │
│                                               │
│  • Establish contact with    • Transition/Member │
│    Receiving PSAP              Training Plan   │
│                                               │
│  • Determine Team            • Communication Plan │
│    Needs/Resources                            │
│                              • Updates         │
│  • Identify Expectations                      │
│                              • Team Briefing   │
│  • Create Work Plans                          │
│                                               │
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Establish Contact with the Receiving PSAP

The expectation of the Team Leader during this phase upon arrival is that the Leader will make contact with the Receiving PSAPs TERT point of contact and identify any discussion points. This person should have been previously identified and will serve as the source of information for the Team Leader

The Leader will review the purpose, scope, and expectations of the Receiving PSAP and will make those expectations known to the team.

The TERT Leader will provide the Receiving PSAP point of contact with a list of team member personnel list and resource tracking number.

The TERT Leader will discuss with the point of contact, the boundaries of TERT member responsibilities. These responsibilities should clearly demonstrate a support role for the agency. Typically, assignments that are not directly public safety communications related (cleaning, filing, running errands) should not be the primary duties of a TERT team.

Determine Team Needs/Resources

The requirements of the team in terms of lodging/sleeping quarters, meals, restrooms, and personal communications should be identified with the point of contact. As stated in the member training, it is the expectation of Washington TERT that deployed members do not give out details of the event, the PSAP, or the deployment, including through the use of social media. Remember: this is their disaster/emergency event, not yours. Displaying images of the area, the center and its staff, or discussing the PSAP, its operations, etc., may be upsetting to the personnel of the Receiving PSAP.

Any other available resources for the team should be discussed.

Identify Expectations

As Team Leader, you will be briefing your team on a number of issues, including Receiving PSAP expectations. These may range of commonly accepted professional practices to specific expectations related to the type of deployment. For example, one expectation is that on-coming TERT team members check the postings on a common board/message area.

The expectations should respect the needs and abilities of both the deployed team and the Receiving PSAP.

Work Plans

The Team Leader should work in concert with the Receiving PSAP to deploy team members in the most efficient and effective manner based on the needs of the Receiving PSAP and the experience, strengths, and preferences of the team members. The final work plan may vary considerably from the preliminary work plan. The plan should identify who will work what shifts, what days they will work, their position, direct supervisors (this may or may not be the Team Leader) and any administrative documentation that should be completed by the member.

Transition/Member Training Plan

The process by which the deploying team members will assume the telecommunicator role must be discussed. This may be as simple as the deploying team members observing the receiving members, switching roles and having the receiving member observe the deploying team members for a short period of time, then allowing the deploying member to work unobserved. While a telecommunicator may be forced to immediately assume duties, this is really undesirable due to the complex nature of calls, dispatching, and other duties.

Communication Plan

The manner in which information is disseminated to all personnel and policies should be discussed. These range from the use of bulletin boards to shift briefings at the beginning and end of every shift.

Updates

Any new information or information that has changed since the team's departure should be discussed. Security measures, restricted zones, sleeping arrangements, length of shifts, etc. should all be considered

The Team Leader may be placed in awkward situations. On one hand they are there to provide support to the Receiving PSAP, while at the same time the Receiving PSAP may feel as if the deploying team is taking over. **The Team Leader will need to employ the philosophy of service, "how can we serve you?" not "what do we do?"** As the liaison between the Receiving PSAP and the team, the Team Leader will need to be a diplomat.

Team Briefing

The Team Leader should disseminate to all of the team members the information obtained in meeting with the Receiving PSAP representative. The briefing should touch on all of the previous topics. Specific attention should be given to two areas: safety/security and work plans.

Depending on the nature and scope of the deployment, there may be an assigned "safety officer" responsible for providing the team with a security/safety briefing. The safety/security briefing should mention the identification requirements, restricted areas, areas to avoid, safe zones, importance of a buddy system, importance of the members (including the Team Leader) keeping each other informed of their location, and any other potential dangers.

The work plan discussion should outline member assignments, shifts, and responsibilities. The transition plan may be incorporated into the work plan and discussed as a single topic. It is important for the members to remember they may or may not be reporting to the Team Leader in a supervisory capacity while working or working on the same shift. The Team Leader may implement additional requirements that may not necessarily be in effect for Receiving PSAP personnel. These may include sign-in/out sheets, time sheets, or other administrative requirements.

The Team Leader must remember they are also a telecommunicator and may be assigned to such a non-supervisory role depending on the situation. Regardless of their assigned duty, the Team Leader remains responsible for maintaining communication with all team members to ensure updates and changes to the work plan are disseminated and using diplomacy and flexibility. Issues which may

arise could range from personal perceptions to the assignment of team members to non-telecommunicator roles. The team members must be informed of these responsibilities and ensure any communication reaches the Team Leader.

Important Note: Ideally Team Leaders would want to brief team members before and after each shift. However, due to a number of different circumstances, this may not be possible. The Team Leader may be working in a supervisory role on a different shift, team members may be under a different supervisor, or other circumstances may exist that make this difficult at best.

Slide 18

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                    Additional Responsibilities

            • Logistical Needs
                – Lodging
                – Food
                – Shift length
                – Resources to perform job
                – Resources for emotional support
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Slide 19

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Additional Responsibilities

- Operational Needs
  – Evaluate, plan, adapt
  – Meet with members
  – Communicate home with TERT Coordinator
  – Ask for assistance

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Operational Needs

Similar to logistical needs, operational needs must be continually evaluated to ensure the team is able to perform their assigned job. The Team Leader must pay particular attention to the working environment and listen to the members of the team to ensure the operational needs are met. These may include:

- *Continually evaluating, planning, and adapting* – The work plan may change depending on the nature of the deployment, changes in resources, or other factors. The Team Leader must proactively ensure the work plan is updated.

- *Meet with the team members* – The team members may have the best sense of what is occurring (or not occurring) to support the mission of the deployment. Listen to their concerns and/or suggestions. This time should also be used to disseminate information concerning changes to the work plan, responsibilities, or other mission critical issues. The "minutes" outlining needs, both operationally and logistically, should be documented.

- *Communicating with home state TERT Coordinator* – As necessary and appropriate, the Team Leader should keep in continual contact with the home state TERT coordinator to provide updates on the deployment.

- *Ask for assistance* – The Team Leader must know who to go to for assistance with logistical and operational issues. Assistance may come from the receiving agency TERT representative or other assigned individuals.

Slide 20

Additional Responsibilities

- Personnel Management
  - Managing deployment forms & documents
  - Personnel supervisory issues
  - Identification of stress or emotional issues
  - Consider keeping a journal

Personnel Management

The management of the TERT team is one of the most important responsibilities of the Team Leader. There are two main areas of responsibilities and these include on-going documentation and dealing with personnel issues. On-going documentation, as previously mentioned, may involve a number of different documents (ICS 214, agency specific time sheets, and preparation of after-action reports or logging best practices in the future).

Dealing with personnel issues will often require the Team Leader to use diplomatic and assertive leadership skills to resolve problems; particularly if the issue originates from incidents between the TERT team and on-site personnel or personality issues. Other personnel issues may involve a team member experiencing difficulties with being deployed, problems at home, family emergencies, stress overload, or other issues. Personnel issues may include a team member that has broken a criminal law or PSAP policy mandate. Specific examples may include:

- A team member's spouse was involved in a vehicle collision and was admitted to the hospital.
- A team member exhibiting unprofessional behavior on or off-duty.
- A team member that, because of a personal issue at home, can no longer focus on his/her telecommunicator role at the PSAP
- A team member appears to be singled out by the entire on-site communications staff because of a non-performance or personality issue

Stress and Emotional Issues Identification

The identification of stress and emotional issues in team members was separated from personnel management because this single issue has the potential to jeopardize not only the mission, but the health, safety, and welfare of team members. Team Leaders should look for the following characteristic changes in team members as a sign of potential stress and/or emotional issues.

- *A change in attitude* – The change in attitude is significantly negative or has changed from positive to indifferent or aggressive, this may be a sign of trouble
- *Withdrawal from others* – Some people have a desire to withdraw from others as a form of stress relief, but if the withdrawal is from everyone including family and friends and/or continual, problems may exist
- *Wide range of other issues* – Substance abuse, loss of appetite, or over desire to sleep or rest, fear of making a mistake, disgust, feeling overwhelmed, or many emotions all at once.

The forms of stress and emotional issues may be dependent upon the nature of the deployment or individual. Team Leaders must engage in constant and effective communication with team members to not only identify stress and emotional issues, but also to develop a successful strategy to rectify the situation. Strategies may range from additional time off from working to returning home. Depending on the resources in the deployment area, the team member may be able to receive help during the deployment.

The final important component to remember is that stress and emotional issues may not immediately surface. Depending on the circumstances, it may be necessary to activate CISM upon return from the deployment.

Journaling for both Members & Leaders

We ask you to consider keeping a journal during your deployments in order to help us improve our processes with TERT. Journaling allows for reflection on the day's events, different from the activity log. It allows for individuals to note their reactions and emotions as well as keep a historical record of the deployment. The information you keep in a journal will be useful to you as you do an after-action general report. It allows for a richer image of the deployment from which to draw.

Kowalski, K.M. & Vaught, C. (2001). The safety and health of emergency workers. *Journal of Contingencies and Crisis Management, 9*(3), 138-143.
Duffy, V.J. (2006). *Behavioral first aid: Managing emotions during emergencies*. Coco   Beach, FL: Blue Note Books.

Slide 21

Pre-Departure Planning

- Replacement Team Briefing
- Logistics on Return Home
- Team Briefing
- Complete TERT Member Deployment Reviews
- Complete TERT Leader Form

Scenario 1 Update # 4

Your team is departing at the end of day 5. The fire is now contained for the past 24 hours and the communication center is going to return to normal operations. During your check in with the State TERT Coordinator he reminds you that this is the first Washington TERT deployment.

Scenario 2 Update #4

You have a replacement team coming in and overlapping with your team for 24 hours before you depart for the airport. Your team was able to work through the conflicts and provided excellent services to the incident. Several resident telecommunicators and managers have provided feedback that the team worked well and wished your team was staying on

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Pre-Departure Planning

The final Team Leader function during the deployment will include planning to depart the deployment area and to return home. Many of the same responsibilities that applied to the initial departure to the deployment area also apply to planning the return trip home. The additional responsibilities include the following planning and operational components:

- _Brief the replacement team_ – If your team is being replaced, be sure to provide the new Team Leader with a briefing. The briefing should contain logistical and operational considerations, as well as any other information you would have liked to have upon your arrival.

- _Review the logistics to return home_ – The planning to return is no different than the planning required to travel to the deployment area.

- _Brief the entire team_ – The team should be briefed on the return trip and a review of general housekeeping policies or rules including the buddy system, professional behavior, and other items as necessary

- _Complete TERT Member Deployment Reviews_ – The team should complete the reviews included in the APCO/NENA ANSI Standards.

- _Complete TERT Leader Form_ – this allows the TERT Leader to weigh in on issues about whether they received the resources and support needed.

All of these forms will be on the WAAPCONENA.ORG website under the TERT link on the front page

Slide 22

Post-Deployment

- What duties do you have post-deployment?

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Slide 23

Demobilization Requirements

- After Action Report
- WA APCO/NENA TERT Committee Review Panel
  – Quality Assurance/Improvement process

Once the deployment has been completed and the team has returned home, there are several additional responsibilities of the Team Leader. This lesson will discuss the responsibilities of the Team Leader once the deployment has been completed and the team has returned home. These responsibilities are divided into two sections: ensuring demobilization requirements are met and after-action reporting.

Demobilization Requirements

The incident commander is the only person who may officially deactivate the TERT response. **The deactivation notice should flow directly through the TERT State Coordinator**, who will in turn issue instructions to deactivate and return home. Once the team has returned, the actual check-out process may vary considerably. However, team members should not be expected to participate in a lengthy process that further delays their return to their home and families. Additionally, it is always a good practice, when possible, to allow the returning team member to have a reasonable amount of time off work.

Slide 24

After Action Report

- Summary of the deployment
  - Use TERT Member Reviews, TERT Leader Review
  - Use your journal
  - If available, use a template
  - DEPLOYMENT DESCRIPTION, DEPLOYMENT REPORTS, IMPROVEMENT OPPORTUNITIES

After-Action Reporting

As previously mentioned, each deployment is a learning experience for individual team members, Team Leaders, and all other personnel involved in the deployment. For this reason, the Team Leader should collect the completed "TERT Member Deployment Review" forms completed by the team members while traveling home and quickly discuss any thoughts the group may have before they are dismissed. Again, the team should not be delayed in returning home, but individual members are likely to forget key items if these are not filled out prior to their final dismissal.

The Team Leader should compile the TERT Member Deployment Reviews and complete an after action report to summarize the deployment and to identify any areas of potential improvement. The format, type, and composition of after action reports may vary considerably. If the Team Leader is without a specific guideline or template, the following example may be used to facilitate the process. This after-action report will be submitted to the State TERT Coordinator or WA APCO/NENA TERT Committee chair and will be used for process and program improvements.

After action reports should include three major components: Deployment Description, Deployment Reports, and Opportunities for Improvement.

Deployment Description - The deployment description is an outline of the nature of the deployment, the conditions and the tasks that were outlined at the beginning of the deployment. Time required: 25%.

Deployment Reports - This section will provide a description of the deployment. An overview of activities, key events, and challenges faced by the Team Leader and team should be included. The level of detail will depend on the content of the opportunities for improvement section. Time required: 25%

Opportunities for Improvement – This section should discuss the 2-4 key issues which most affected the teams with an emphasis on (a) why it happened and (b) how to do it better. Additional topics may include the strengths and weaknesses of the team, key leader self-assessments, and other reports. Finally, the key lessons learned should be outlined. Time required: 50%

A good after-action report, regardless of the format, will have the following characteristics:

- Avoids giving a critique or lecture
- Facilitate the discussion by asking leading questions
- Let participants describe what happened in their own words
- Let participants discuss not only what happened, but how it happened, why it happened, and how it could be done better
- Focus the discussion so that important tactical lessons are made explicit
- Relates tactical events to subsequent results
- Avoids detailed examination of events not directly related to major training objectives
- Cuts off excuses by participants for inappropriate tactical actions

Conclusion:

You will encourage your Team Members to submit their reimbursement forms there is an Excel spreadsheet on the WAAPCONENA.ORG website, under TERT, for their use if they choose.

In Washington State, there will be a review panel brought together by the TERT Committee to go over the deployment, note lessons learned, and look for quality improvements that can be made to our processes.

Our goal is to provide an annual exercise around the state to keep Team members and Leaders current on the process of deployment. We will keep a database of deployable personnel. This is where you can help. Many agencies have not completed their requisite Interagency Agreement (IGA) with the state as well as the Affirmation of Training for TERT Members form. The Affirmation form is the "blessing" an agency gives to us to tell us you are deployable. It affirms that you have had all the requisite training and have been chosen to represent your agency with TERT. Presently, we are looking at using only deployable personnel in our exercises, which, if we can manage it with the help of your agencies, may send you on a mock-deployment to another PSAP. If your agency is ready to participate and if they would be willing to participate as a mock-deployment site as well, please have them contact the Telecommunicator Project Manager at the CTJC.

Slide 25

Final Activity

- Create a checklist of responsibilities & duties/Task List
  - Chronological order
  - Be as complete as you can

Final Activity

Working in your groups, your final activity will be to create a checklist for Team Leader. On that checklist, we want you to put everything a TERT Leader needs to do throughout the deployment. Consider this the cheat-sheet. It should encompass all your responsibilities. Use the resources you have at the table, your student manuals, handouts, etc. You have **15 minutes** to complete the task.

We'll take a look at creating a real checklist out of your work and post it on the WAAPCONENA.ORG website among the forms. It will say something like Team Leader Task List.

Now take our your journals and take a few minutes to write about something you learned today that will help you in your role as a Team Leader.

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