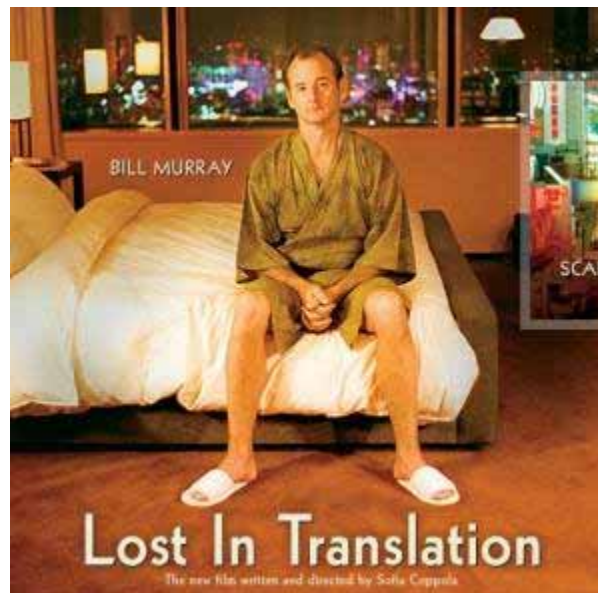




Interacting with Senior Leadership: Improving Teamwork & Effectiveness





Why Are We Here?



- Today's realities require more cohesive senior leadership/regional management/field personnel communication and coordination during high media interest or large scale responses.
- Recent large responses have highlighted a need for better understanding and clarification of the different roles and responsibilities of all personnel involved in these kinds of response actions.



Course Objectives

- Clarify the roles of all levels of response leadership during events of high media interest or large scale responses.
- Recommend specific actions to improve communication and coordination between field personnel and senior leadership.
- Provide an understanding of the information needs of senior leadership.





Nationally Significant Events



- OSCs are highly respected and key to the Agency's success in emergency response.
- A small percentage of responses trigger HQ Senior Leadership and White House involvement.
- This "increased involvement" generally applies to large scale response actions or events with high media interest.
- The public demands elected/appointed officials be front and center during national crises.



Team Building



- OSCs and senior leaders have unique and complementary roles.
- This session is as an opportunity to address the issues at all levels of response activities.
- Training will be given to RMs/DDs/RAs & HQ Managers/AAs to enhance a collaborative spirit and build team cohesiveness.



We must work together to achieve the incident strategic and management objectives to guide the tactical planning and operations.



Today's Realities



- Media requests will start immediately at the national, regional, and field level.
- Information requests from the White House, Congress, DHS, EPA HQ, and state and local officials will be immediate and urgent.
- Responses are dynamic and there is a constant need for updated information in our age of 24/7 news cycle.
- Quick collection of information and data will be critical, but the information must be quality assured and qualified to ensure accuracy especially in the initial phase of the response.

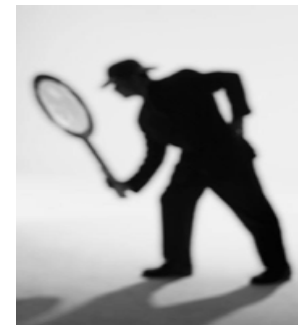




Today's Realities



- Clear communication about environmental and human health risk to the public is critical and technically accurate information must be provided in a clear and understandable manner.
- Messages at all levels must be coordinated and consistent.
- Good recordkeeping is important because IG and GAO audits/investigations, FOIAs, litigation, and lawsuits frequently follow large responses.





Activating Quickly and Efficiently



- Immediately after a large-scale incident is reported, the affected Region(s) should activate the appropriate staff components of the REOC and IMT.
- Regions should err on the side of staffing up quickly to ensure the IMT and REOC staff is able to handle the large volume of urgent information requests. (It is always an option to demobilize assets if they are not needed.)





Establishing Roles and Lines of Communication



- Start the reporting cycle to HQ immediately. Situation reports and management reports need to be generated as quickly as possible.



- It is important to have experienced Situation Unit staff available to prepare these reports at the beginning and throughout the incident.



Establishing Roles and Lines of Communication



- Immediately establish regular communication with HQ.
- Describe planned actions for the next operational period in situation reports to ensure HQ staff has prospective information.
- HQ EOC should consider sending staff to the affected Region(s) to assist with information flow and help craft situational awareness reporting that the senior leadership needs.



Establishing Roles and Lines of Communication



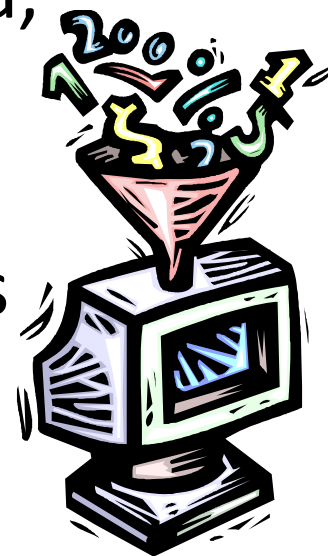
- Reinforce already established mechanisms of interaction between the OSC/IMT and senior leadership.
- Evaluate the need for the affected Region(s) and HQ EOC to exchange liaisons to facilitate information flow.
- Assign a staff member/regional manager to assist senior leadership when they deploy to the field.



Ensuring Data Quality



- In a large and/or high visibility incident, it is likely that the HQ EOC will assume responsibility for posting validated data, after consultation with the affected Region(s).
- Data should be posted as soon as it has gone through EPA's QA process.
- Other agencies' data should not be posted on an EPA website.





Engaging the Public and Supporting other Government Agencies



- Sufficient PIO staff should be activated immediately to support the IC/IMT and coordinate with HQ counterparts as soon as possible.
- The regional public affairs director (PAD) should establish communications with HQs counterparts as soon as possible.
- The Associate Administrator for External Affairs and Environmental Education may officially activate or more informally follow the Crisis Communications Plan order, which outlines roles and responsibilities for communicating during an incident.
- Both HQ EOC and the REOCs need to activate the Liaison Officer staff component of the IMT to sufficiently address the White House and Congressional information needs.



Roles and Responsibilities

(Here Comes the Dry Stuff)...





Administrator/ Deputy Administrator



- Accountable for the response.
- Communicate and coordinate with the White House, other federal agencies and state and local political leadership.
- Establish strategic direction and incident management objectives for the response.
- Resolve national policy and resource issues
- Identify for the Regional and Assistant Administrators the important information needs for EPA's mission/activities.
- If required, name a Senior Agency Official to deploy to the incident.
- The Chief of Staff may conduct some of these functions (as assigned by the Administrator).



Associate Administrator for Homeland Security



- Provides agency-wide policy, guidance and direction, and recommendations for resources on matters of homeland security.
- Serves as the principal EPA contact with the White House Domestic Resilience Group (DRG) and the Department of Homeland Security (DHS).
- Provide recommendations on strategic direction and incident management objectives for the response.



Assistant Administrator Office of Solid Waste and Emergency Response



- Keep the Administrator informed of Agency activities, progress and needs.
- Oversees the National Incident Coordinator (NIC).
- Maintain communication with Regional Administrators, and other Assistant Administrators to assure a coordinated response.
- Communicate the requirements for systemic implementation of the important information needs for EPA's mission/activities.
- Ensure the Agency has the necessary resources identified to accomplish its mission. Intervene on the behalf of the Regions when the Coordinating Agency, e.g., FEMA, Coast Guard, has not provided appropriate funding for EPA activities.
- If multiple regions are impacted, work with the Regional Administrators to ensure consistency in response, outline priorities and process for resolving EPA critical resource conflicts, and possibly serve as the Agency spokesperson with the public and media for the response.
- Work with other Federal Agencies/Departments at the HQ political leadership level to de-conflict response issues when necessary.
- Provides national direction on Superfund/RCRA and other response program issues.



Other Assistant Administrators



- Maintain communication with the OSWER AA to assure a coordinated response within EPA.
- Provide national direction on issues pertinent to their programs.
- Ensure appropriate agency resources are made available to support the response effort.



Regional Administrators



- The RA is accountable to the Administrator for response accomplishments.
- Keep Administrator/Deputy Administrator and OSWER AA informed of regional activities, progress and needs.
- Provides the strategic direction for the scope of EPA involvement.
- Potentially deploy to the field early in the response to obtain situational awareness.
- Maintain communication with political leadership at the state and local level.
- Ensure the important information needs are met for EPA's mission/activities.
- If multiple regions are impacted, work with HQ and other RAs to ensure consistency in response, establish priorities and resolve critical resource conflicts.
- Possibly serve as the Agency Spokesperson for the response.
- Work with other Federal Agencies at the regional level to de-conflict response issues when necessary. Elevate issues for HQ resolution.
- Work with Regional Incident Coordination Team (RICT) to establish Incident Management Objectives.
- Ensure the Region has the necessary resources identified to accomplish its mission.



Superfund Division Directors



- The Superfund Division Director is accountable to the RA for response accomplishments.
- Work with the RA to develop the Management Objectives for the event.
- Appoint an Incident Commander (IC) and generally recommends the Regional Incident Coordinator (RIC) for RA approval.
- Assure that the IC converts the Management Objectives into Incident Objectives taking strategy and tactics into account.
- Establish a response organization capable of meeting the operational (Agency mission) and information flow (content and timing) requirements.
- Ensure Management and Incident Objectives are accomplished.
- Establish a response “battle rhythm” to meet the reporting requirements (information and timing) outlined by RA.
- Keep RA informed of any critical issue that becomes apparent outside of the established battle rhythm.
- If necessary, raise cross agency issues up the chain-of-command to be de-conflicted.
- Fulfill other responsibilities outlined in the EPA Incident Management Handbook (IMH).



Incident Commander



- Converts the Management Objectives into Incident Objectives and immediate priorities in the field and coordinates with State, tribal, local and private sector representatives.
- Aligns tactical objectives to meet broader management objectives established by senior leadership.
- Establishes the level of organization required and monitors the operation.
- Ensures the development of the health and Safety Plan
- Coordinates with the RIC to ensure timely and adequate information flow.
- Applies policy and guidance.



National Incident Coordinator (NIC)



- Coordinates with the Regions to resolve policy issues and elevates/briefs issues as necessary.
- Generally chairs the National Incident Coordination Team (NICT) to address cross-programmatic policy.
- Coordinates with other Departments/Agencies at the HQ level.
- Generally chairs the National Response Team.
- Oversees the HQ Emergency Operations Center (EOC).



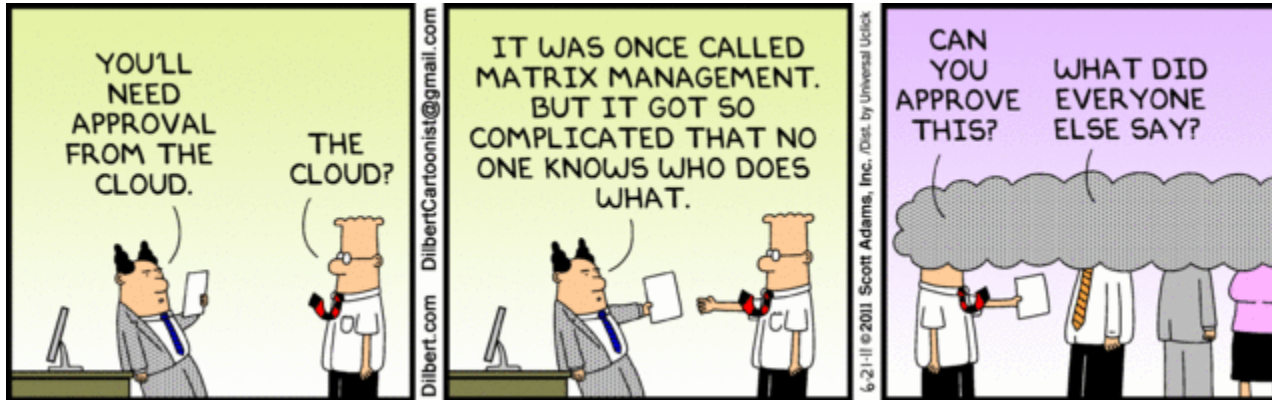
Regional Incident Coordinator (RIC)



- Generally, the RIC designates the IC in an EPA lead response in coordination with the Superfund Division Director.
- Serve as the primary point of contact with the IC or Area Commander.
- Provide management objectives and coordination to the Incident Management Team (IMT) and/or Area Command.
- Clarifies regional policy issues.
- Generally chairs the RICT to address cross-programmatic coordination.
- Generally, co-chairs the Regional Response Team (RRT) with the Coast Guard and ensures effective and timely communication flow between the field and senior leadership.
- Ensures effective and timely communication flow between field activities and upper level management.



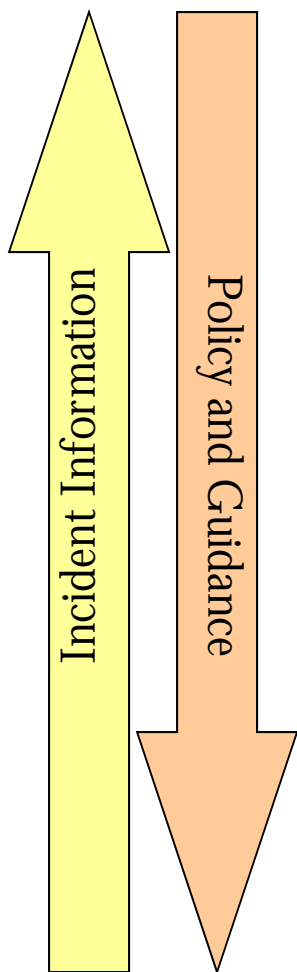
This Feels Like...



So, Let's Summarize.



EPA Model for National Incident Coordination



Level of Coordination	Organizational Structure	Organizational Position	Roles & Responsibilities
National Coordination	Policy Coordinating/Senior Leadership Calls HQ Emergency Operations Center (EOC) NICT	Administrator, DA, RAs, AAs National Incident Coordinator (NIC) HQ Senior Management	Provides Strategic Direction/Management Objectives Communicates with the RIC and REOC Provides cross-program support
Regional Coordination	RICT JFO Regional Emergency Operations Center (REOC)	Regional Senior Management/Senior Official Regional Incident Coordinator (RIC)	Provides Strategic Direction/Management Objectives & cross-program support Communicates w/IC and supports field ops
Tactical Coordination	Incident Command System	Incident or Area Commander	Operational Decision Making



Example Objectives

Strategic Objectives:

- Protect the future of the fishing industry.
- Make sure Governors and Local Elected Officials are comfortable with waste management decisions.

Management Objectives:

- Assess the environmental conditions of the water column.
- Develop a Waste Management Plan which includes local involvement.

Incident/Tactical Objectives:

- Implement a sampling and data management plan for environmental sampling of the water column.
- Monitor waste management activities and conduct area open houses.



Conclusion



- EPA has distinguished itself as a premier Agency in the area of emergency response.
- We all have important roles to play. Our Agency senior leaders are essential components of events of high media interest or large scale responses.
- Our senior leaders are here to help deal with the political aspects of the response but we need your help so that we can respond as a team.
- We have learned a lot from recent responses and need to engrain the lessons to improve our responses.
- We plan to implement the actions discussed today and welcome other ideas or suggestions.