



Emergency Management and Response Information Sharing and Analysis Center (EMR-ISAC)

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NOTE: This INFOGRAM will be distributed weekly to provide members of the Emergency Services Sector with information concerning the protection of their critical infrastructures. For further information, contact the Emergency Management and Response- Information Sharing and Analysis Center (EMR-ISAC) at (301) 447-1325 or by e-mail at emr-isac@fema.dhs.gov.

Communicating with Plain Language

(Source: 9-1-1 Magazine)

The [National Incident Management System](#) (PDF, 2.7 Mb) states: "All communications between organizational elements during an incident, whether oral or written, should be in plain language; this ensures that information dissemination is timely, clear, acknowledged, and understood by all intended recipients."

An [article](#) in the [9-1-1 Magazine](#) explained it is common for critical incidents to involve numerous emergency resources from multiple jurisdictions. The author proposed that expedient and successful operations require the use of plain language to facilitate "smooth emergency communications during interdepartmental mutual aid."

The [Emergency Management and Response—Information Sharing and Analysis Center](#) (EMR-ISAC) understands that confusion could result during the stress of a major emergency event if complicated numeric language such as ten codes is not entirely removed from radio communications. Any uncertainty or misunderstanding has the potential to jeopardize the safety and performance of first responders.

To assist with plain language implementation, the Department of Homeland Security published the "[Plain Language Guide—Making the Transition from Ten codes to Plain Language](#)." Additional documentation regarding the importance of using plain language is found in the [National Emergency Communications Plan](#) (PDF, 3 Mb).

Wildland Fire Leadership Development

(Source: National Wildfire Coordinating Group)

Several years ago, the [National Wildfire Coordinating Group](#) (NWCG) recognized the need for a strategy to improve leadership in wildland fire management. Consequently, a working team eventually established the [Wildland Fire Leadership Development Program](#) to provide an avenue to develop essential wildland fire leadership skills.

The [Emergency Management and Response—Information Sharing and Analysis Center](#) (EMR-ISAC) noted that the mission of this program is to promote cultural change in the work force and to emphasize the importance of leadership concepts in the wildland fire service. To accomplish this, the program provides educational and leadership development opportunities.

Specifically, the following are the major components of this program:

- Leadership skills training at all stages of an individual's career.
- A value set to support principle-centered leadership actions in a high-risk work environment.
- Exercises promoting higher leader performance levels through self-directed continuous learning.

See more information in the NWCG publication: "[Leading in the Wildland Fire Service](#)," (PDF, 779 Kb).

Aging Infrastructures and the Emergency Services

(Source: Emergency Management Magazine)

Among protection and resilience practitioners, it is common knowledge that current national critical infrastructures are so interconnected and interdependent that a disruption to one can send degrading ripples throughout multiple infrastructure sectors. This is an issue for the Emergency Services Sector (ESS), which has dependencies and interdependencies with several critical infrastructure sectors that supply assets for both the operations and protection of ESS departments and agencies, according to the ESS [snapshot](#) (PDF, 738 Kb).

Recognizing that America's aging infrastructure sectors are intertwined, the [Emergency Management and Response—Information Sharing and Analysis Center](#) (EMR-ISAC) reviewed the [Emergency Management Magazine](#) article titled: "[America's Crumbling Infrastructure Will Challenge Emergency Managers For Decades](#)." In this article, the author maintains that America's aging infrastructures "appear to be a recipe for disaster," leaving emergency managers to face more unknown than known situations.

To effectively minimize the continual decay of critical infrastructures, it is essential for community planners, emergency managers, and first responders to comprehend the interdependencies as well as the operational status of local infrastructures. This understanding can significantly assist the development of response plans that successfully protect people and property if reinforced by periodic inspections of the deteriorating infrastructures.

Facilitated Learning Analysis

(Source: U.S. Forest Service)

The [Emergency Management and Response—Information Sharing and Analysis Center](#) (EMR-ISAC) learned that the U.S. Forest Service published its February 2012 revision of the "[Facilitated Learning Analysis Implementation Guide](#)" (PDF, 1 Mb). This guide is intended for use by any organization, including those of the emergency services, to foster organizational learning as the response to unexpected outcomes.

According to the guide, the driving force behind the Facilitated Learning Analysis (FLA) is simply the dissatisfaction with current accident, injury, and fatality rates. An essential step to eliminate these unacceptable numbers is to develop and nurture a "just and learning culture" for the enhancement of safety and success in the performance of duties.

The FLA document asserts that errors, mistakes, and risky behaviors happen all the time. However, with a commitment to learning—rather than blaming—a post-accident review can become a non-threatening opportunity for those involved to share their story and allow others to learn from it.

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For information specifically affecting the *private sector* critical infrastructure contact the National Infrastructure Coordinating Center by phone at 202-282-9201, or by email at nicc@dhs.gov.

When available, each report submitted should include the date, time, location, type of activity, number of people, equipment used for the activity, name of submitting person and organization, and a designated point of contact.