

Incident Management Actions and Decisions Checklist – Model Template

The Incident Management Actions and Decisions Checklist (checklist) details the the steps involved in each phase of an Incident Management Plan model and documents the key decisions and actions to be considered when using the incident management process during an event. The checklist is intended to ensure that the Incident Management Team (IMT) **considers each potential action and decision whether or not that action listed is required or appropriate in every type of event.** This approach will allow the checklist to be used for a broad range of situations that require incident management.

Organization of the Checklist

The checklist is divided into six sections that correspond to the six phases of the incident management process (Determine, Start, Assess, Plan, Execute, and Reassess). On each page, the current phase is indicated in bold followed by the phase’s primary objective.

Within each phase, tasks, decisions and actions are grouped into related considerations, decisions or tasks. The task numbering scheme associates each subtask with a task group and phase. For example, D-1 signifies the **Determine Phase and the first set of decisions/actions** to consider.

D-1 Initial decision makers	
D.1.1	Assemble Management Team Core? If yes, where? If yes, assemble.
D-2 Determine staff safety facts	
D.2.1	Type of event or threat

Each task in D-1 begins with D.1. followed by rows indicating tasks to be performed.

The subsequent task group is numbered D-2 followed by D-3, etc., with tasks that reflect the associated group. For example, the first task in D-2 is D.2.1; the first task in D-3 is D.3.1.

Actions and decisions within the checklist are not strictly listed in priority order. The steps are listed in logical order. Subtasks follow a priority order based on staff safety (SS), critical operations (CO), inform constituents (IC), and remaining functions (RF). Management of an event can involve several tasks that occur in sequence, simultaneously, or when needed. Key checklist items are indicated in bold type with an asterisk (*) after the task number to indicate which tasks will most likely be needed in management of an incident.

To define and track actions, each task includes the following six columns of information:

	Columns	How Utilized
1	Consideration/Decision/Perform	Indicates the task to be considered, decided on or performed as one of the actions needed to manage the incident
2	IMT/Dept Responsible	The Incident Management Team member or department that would initially be considered responsible for leading the efforts associated with the task
3	Staff Assigned Task / Time	Name of the individual responsible for completing the task and the time that the responsibility was assigned
4	Date/Time Due	The task due date and time
5	Date/Time Done	The date and time that the task was completed
6	Notes/Comments	Any notes or comments about the task. If the task was not needed, that decision would be recorded here

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1 - DETERMINE PHASE		2 - START PHASE	3 - ASSESS PHASE	4 - PLAN PHASE	5 - EXECUTE PHASE	6 - REASSESS PHASE	
Phase Objective: Generate event awareness and determine the need to activate the incident management process							
TASK			STATUS**				
Consideration / Decision / Perform			IMT/Dept Responsible	Staff Assigned Task/Time	Date/Time Due	Date/Time Done	Notes / Comments
D.1 Initial Decision Makers (CO)***							
D.1.1*	Assemble IMT Core - specify location		IMT Chair				
D.1.2	Activate conference bridge		BCO				
D.2 Determine Status of Staff Safety (SS)							
D.2.1*	Determine type of event or threat		IMT Core				
D.2.2*	Determine immediate impact on staff		Security, Facilities				
D.2.3*	Prepare and send immediate staff communication?		IMT Core, Corporate Relations				
D.3 Determine Status of Operations (CO and RF)							
D.3.1*	Determine impact to facility and operations		Security, Facilities				
D.3.2*	Identify time critical decisions		IMT Core				
D.3.3*	Determine additional actions or decisions required		IMT Core				
D.4 Incident Management Process Activation (CO)							
D.4.1*	Activate the Incident Management process If activated, begin log of incident events		IMT Chair				
D.4.2	If not activated, assign IMT member to monitor events		IMT Chair				
D.4.3	If not activated, determine requirements/times for status updates		IMT Chair				
D.5 Determine Phase Completion Checkpoint (CO and RF)							
D.5.1*	Assess accomplishment of phase objective		IMT				

**SS - Staff Safety, CO - Critical Operations, IC - Inform Constituents, RF – Remaining Functions

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1 - DETERMINE PHASE		2 - START PHASE		3 - ASSESS PHASE		4 - PLAN PHASE		5 - EXECUTE PHASE		6 - REASSESS PHASE		
Phase Objective: Start the incident management process												
TASK						STATUS**						
Consideration / Decision / Perform						IMT/Dept Responsible	Staff Assigned Task/Time	Date/Time Due	Date/Time Done	Notes / Comments		
S.1 Incident Management Center (CO)												
S.1.1*	Identify IMT meeting location					IMT Chair, BCO						
S.2 Notify IMT (IC)												
S.2.1	Notify full IMT					IMT Chair						
S.2.2	Assemble IMT in meeting location and/or by teleconference					BCO						
S.3 Event Management (CO)												
S.3.1*	Assume events and actions record					Team Scribe						
S.4 Time Critical Staff Safety Issues (SS)												
S.4.1*	Identify staff issues that require immediate attention					IMT Core						
S.4.2*	Issue instructions to staff					IMT Core						
S.5 Relocation (CO)												
S.5.1	Initiate possible activation of relocation site					BCO						
S.6 Notification (SS and CO)												
S.6.1*	Notify other affected organizations					IMT Core						
S.7 Additional actions (CO and RF)												
S.7.1*	Determine what additional actions or decisions are required					IMT						
S.8 Determine Phase Completion Checkpoint (CO and RF)												
S.8.1*	Assess accomplishment of phase objective					IMT						

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1 - DETERMINE PHASE		2 - START PHASE		3 - ASSESS PHASE		4 - PLAN PHASE		5 - EXECUTE PHASE		6 - REASSESS PHASE		
Phase Objective: Perform a comprehensive assessment of the scope and severity of the event												
TASK						STATUS**						
Consideration / Decision / Perform						IMT/Dept Responsible	Staff Assigned Task/Time	Date/Time Due	Date/Time Done	Notes / Comments		
A.1 Assess Impact on Personnel and Affected Areas (SS)												
A.1.1*	Assess staff impact					IMT						
A.2 Initial High-Level Functional Assessment (CO and RF)												
A.2.1*	Assess if critical functions are operational					Dept(s)						
A.2.2	Determine if special expertise is needed to manage the event					BCO						
A.2.3*	Activate Communication Plan					Corporate Relations						
A.2.4*	Determine if Incident Management Center resources are suitable					IMT Chair						
A.3 Detailed Functional Assessment (CO)												
A.3.1*	Assess impact to critical functions, IT resources, customers, other impact					Dept(s)						
A.3.2*	Assess non-critical functions; estimate time to re-establish initial operational level					Dept(s) IMT						
A.4 Alternate Site Recommendations (SS and CO)												
A.4.1*	Assess need for alternate work sites and activation level					IMT						
A.4.2*	Assess if any functions are to be suspended					IMT						
A.5 Additional Actions (CO and RF)												
A.5.1*	Determine if additional actions or decisions are required					IMT						
A.6 Determine Phase Completion Checkpoint (CO and RF)												
A.6.1*	Assess accomplishment of phase objective					IMT						

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1 - DETERMINE PHASE		2 - START PHASE		3 - ASSESS PHASE		4 - PLAN PHASE		5 - EXECUTE PHASE		6 - REASSESS PHASE		
Phase Objectives: Identify and prioritize response actions												
TASK						STATUS**						
Consideration / Decision / Perform						IMT/Dept Responsible#	Staff Assigned Task/Time	Date/Time Due	Date/Time Done	Notes / Comments		
P.1 Determine / Prioritize Response Action (SS, CO, RF)												
P.1.1*	Ensure staff safety and care needs					IMT						
P.1.2	Assess need for staff assistance, temporary workers					HR						
P.1.3	Coordinate secondary impact assessments					Affected Dept(s)						
P.1.4	Coordinate business areas' response actions					IMT						
P.1.5*	Define reassessment intervals or triggering events					IMT						
P.2 Determine / Prioritize Communication Action (IC)												
P.2.1*	Coordinate internal communication efforts					CC						
P.2.2	Brief telephone operators and prepare update statement					Corporate Relations						
P.2.9	Provide guidance to recover critical and non-critical business operations					BCO						
P.3 Determine / Prioritize External Information Distribution (IC)												
P.3.1*	Coordinate external communication efforts					CC						
P.4 Continuing Actions (CO and RF)												
P.4.1*	Establish issue escalation and tracking process					IMT						
P.4.2*	Continue status reporting method and schedule					IMT Chair						
P.5 Additional Actions (CO and RF)												
P.5.1*	Additional actions or decisions as required					IMT						
P.6 Determine Phase Completion Checkpoint (CO and RF)												
P.6.1*	Assess accomplishment of phase objective					IMT						

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1 - DETERMINE PHASE		2 - START PHASE		3 - ASSESS PHASE		4 - PLAN PHASE		5 - EXECUTE PHASE		6 - REASSESS PHASE	
Phase Objective: Implement response actions											
TASK						STATUS**					
Consideration / Decision / Perform			IMT/Dept Responsible		Staff Assigned Task/Time		Date/Time Due	Date/Time Done	Notes / Comments		
E.1 Implement Operational Response plans (CO and RF)											
E.1.1*	Evaluate staff well-being			Medical, Human Resources							
E.1.2*	Execute Business Area BC plans			Affected Dept(s)							
E.1.3	Coordinate Information Technology recovery with business areas			Information Technology							
E.1.4*	Provide periodic progress updates to IMT			Affected Dept(s)							
E.1.5*	Complete planned progress and reassessment checkpoints			Affected Dept(s)							
E.1.6*	Consider situational changes requiring reassessment			IMT							
E.2 Communication Response Actions (IC)											
E.2.1*	Implement other organization level plans developed in Plan Phase			Affected Dept(s) IMT							
E.3 Additional Actions (CO and RF)											
E.3.1*	Consider additional actions or decisions as required			IMT							
E.4 Determine Phase Completion Checkpoint (CO and RF)											
E.4.1*	Assess accomplishment of phase objective			IMT							

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1 - DETERMINE PHASE		2 - START PHASE		3 - ASSESS PHASE		4 - PLAN PHASE		5 - EXECUTE PHASE		6 - REASSESS PHASE		
Phase Objectives: Reassess event and response action and determine continued need for Incident Management process												
TASK						STATUS**						
Consideration / Decision / Perform						IMT/Dept Responsible	Staff Assigned Task/Time	Date/Time Due	Date/Time Done	Notes / Comments		
R.1 Functional Reassessment (SS, CO, IC RF)												
R.1.1*	Identify staff concerns					HR						
R.1.2*	Status of business functions					IMT						
R.1.3*	Status of facility and security					Security, Facilities						
R.1.4*	Status of automation resources					IT						
R.1.5	Assess if additional information is needed					IMT						
R.2 Event Reassessment (CO, IC, RF)												
R.2.1*	Identify needed updates or changes					IMT						
R.2.2*	Implement changes per Execute Phase					IMT						
R.2.3*	Communicate change in operating status					IMT						
R.3 Normal State (CO and RF)												
R.3.1	Initiate return to normal state actions					IMT						
R.4 Incident Management Process (CO)												
R.4.1*	Open actions or decisions					IMT						
R.4.2*	Incident Management process complete?					IMT						
R.5 Lessons Learned (CO)												
R.5.1*	Analyze lessons learned					BCO						
R.5.2*	Conduct Post Event Meeting					BCO						
R.5.3*	Update Incident Management / business plans					Affected Dept(s)						
R.6 Determine Phase Completion Checkpoint (CO and RF)												
R.6.1*	Assess accomplishment of phase objective					IMT						

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