



AIIMS™ – The Functions of Incident Management

Acronyms:

Debrief	A process for exploring actions that were taken to identify ways to improve performance.
IC	Incident Controller/Commander
IMT	Incident Management Team
Function	A related group of activities that address the responsibilities of incident management
Section	An organisational level that will have responsibility for one or more functions of incident management

Purpose

After reading these notes you will have developed knowledge about:

1. The roles and responsibilities of the four major AIIMS functions
2. The interrelationships between the functions
3. The importance of the IMT in supporting field operations

1. Introduction

These notes describe the relationship of the four functional areas of SAVEM under the AIIMS system. The four main functional areas you need to understand are:

- Control (the white tabard)
- Operations (the red tabard)
- Planning (the yellow tabard)
- Logistics (the blue tabard)

In the section below we will explore each of these main functions so that you have knowledge of their:

- Responsibilities
- Tasks
- Inputs, Outputs and Outcomes
- Interrelationships between functions

2. Control / Command Function

This function leads the response. The Heads of all other functional areas inform and collaborate with the Incident Controller/Commander (IC). The IC has overall responsibility and accountability for all activities.

For every incident there is only **one Incident Controller**. This is the person who heads up the response for the control agency. All **supporting agencies will have an Incident Commander** leading their response. For example at a flood response the SES as the Control agency will have an Incident Controller. Any agencies supporting them will have Incident Commanders only at that response. This means that SAVEM only has Incident Commanders as it is not a control agency.

I. Responsibilities are to:

- Provide leadership and direction
- Set and achieve objectives with the IMT
- Approve the IAP and strategies
- Provide information to relevant personnel and agencies
- Establish liaison and cooperation with all relevant personnel and agencies
- Identify and apply risk management
- Establish a safe work environment for all personnel

II. Tasks

- Establish and take control
- Identify strategic risks
- Lead the IMT and establish a response structure
- Approves and implement the IAP

- Liaise with other groups as needed
- Communicate with the media and other external parties
- Establish an operations centre
- Monitor and review safety
- Close and review the response

III. **Outputs / Outcomes**

- IAP is implemented and monitored
- Risk and safety are managed
- Information is provided in a timely and accurate manner
- The response is effective and efficient
- Debriefs are scheduled and implemented

IV. **Communication and Relationships**

The IC function interacts and communicates with the IMT and external agencies/groups including media. This function has a significant role in communicating outside the IMT.

The IC may delegate one or more functions, but he/she remains accountable. While an IC is ultimately accountable for safety it is the responsibility of everyone.
Safety is more than a function – it is an inherent task for all functions and personnel

3. Planning

“Scan and plan” This team analyses information and trends, and suggests actions and resources for the future to the IMT. With this information the IMT decide on the objectives for the IAP. Planning document the Action Plan (AP) which has been agreed upon by the IMT.

I. **Responsibilities**

- Preparation and delivery of plans and strategies
- Predict resources that may be required
- Risk analysis (strategic) of the incident
- Collect, collate, and disseminate incident information (current and forecast)
- Monitor implementation of the plan
- Plan demobilisation and debriefs/reviews

II. **Tasks**

- Develop, document and disseminate the IAP
- Monitor the IAP
- Develop a plan for resources for the future (people and ‘stuff’)

- Develop and monitor the communication plan (how our personnel can interact with each other)
- Collect, analyse and disseminate information
- Identify and develop new policy and procedures
- Develop debrief/review and demobilisation plans
- Identify and develop other plans (e.g. transport, transition to recovery)

III. **Inputs / Outputs**

- IAP and other plans (including communication)
- SitReps from the field, community and other agencies
- Strategic risks identified
- Incident SitReps
- Resource plan for future activities
- Policy and procedures
- Dissemination of information (including plans)
- Debrief/review and demobilisation plans

IV. **Communication and Relationships**

The planning officer communicates with all other members of the IMT but is highly dependent on information from operations (the field) and other agencies when developing plans. The planning section is the focus of information flow and there is a constant interaction with all other groups to maintain up to date information which is used to make decisions.

Planning is always thinking about future operational periods, but they monitor the current one. By gathering current and accurate information decision-making is more reliable and better plans follow.

4. Operations

“Getting things done.” The team in the control centre and the field, who “do the doing” during a SAVEM activation for relief and recovery. Field work, retrieval and field hospital operations are all the responsibility of the operations function. Tasks include survey, rescue, triage, treatment and planning of aftercare. Additional responsibilities include the provision of information back to planning and logistics on the situation and future resources needed. (See SitRep in later Training Note).

I. **Responsibilities**

- Manage all resources allocated to the operations section
- Manage all activities that directly resolve the incident (tasking)
- Establish an operations section
- Equip operations section

- Implement a safety and welfare plan for operations personnel
- Contribute to the development of the IAP
- Debriefing all operations personnel
- Keep operations personnel informed of current situation

II. **Tasks**

- Exchange information with IMT on a regular basis
- Provide input to the IAP
- Implement the IAP
- Brief (task) and deploy field teams
- Communicate with field teams on a regular basis
- Supervise and coordinate all operational activities and monitor progress
- Determine the need for additional resources
- Assemble and stand-down field teams
- Release resources when not required
- Provide information on situation and progress to Planning and IC on a regular basis

III. **Inputs / Outputs**

- Briefing to field teams
- SitReps from the field
- Debriefs of field teams
- Resource request to Logistics for supply, maintenance or repair

IV. **Communication and Relationships**

This team has a complex communication path. There are multiple communication paths to, within and from the field. This will include with other agencies in the field as well as any public/community encountered in the field. The Operations officer will also have multiple communications with the IMT. Without information from this team it is very difficult for Planning and Logistics to be effective.

A few important things to remember about Operations:

- Directs all incident tactical (field) operations.
- Is typically one of the first functions to be established
- Has the most incident resources (people and stuff)

5. Logistics

“Obtain, maintain, sustain” The logistics section will source, acquire and manage the resources needed for SAVEM activities. This includes the paperwork for ordering, receiving, transporting, issuing and return of everything used in the response. Logistics operates a ‘registry’ where all paperwork generated is held in original (copies go to all other relevant parties) to ensure continuity of operations.

I. **Responsibilities**

- Support the incident through procurement and maintenance of human and physical resources, facilities, services, materials and materiel
- Estimate future service and support requirements
- Management of procurement, accounts and time records

II. **Tasks**

- Acquire, store and distribute equipment and materiel
- Acquire, install and maintain communications equipment e.g. radios, telephones
- Obtain and maintain facilities (e.g. forward command post) and accommodation
- Provide transport, fuel and security for personnel, equipment, supplies and food
- Establish and maintain a system for accounts and expenditure
- Provide medical support such as first aid and medical transport
- Provision of welfare needs – food, water and psychological support
- Implement a records management system
- Implementation of demobilisation (the packing up and storing of assets and equipment)

III. **Inputs / Outputs**

- Task requests (these are requests for supplies, personnel and other ‘materiel’) from all other functions
- The IAP and IMT meetings– provides them with information on human resources and equipment and communication needs

IV. **Communication and Relationships**

The logistics team will interact with the planning and operations sections to predict the future needs of the response and try to ensure they are available. They also need feedback from the operations teams so they can provide maintenance for personnel, plant and equipment.

Logistics provides support so other functions can operationalise the plan.

Without logistical support nothing happens.

6. Other Functions

Public information (PI)

Tells the public what SAVEM is doing, also receives information from the public to add to the knowledge held by Planning and the IMT. All information issued by the PI Functional Area is first approved by the IC. All other SAVEM responders refer all media requests to Public Information. In a large incident SAVEM's PI is often assisted by PIRSA PI Officer.

They will also liaise with and manage the media and liaise with the affected community.

This function is often divided between the Planning section and the IC when they are not a stand-alone section.

Intelligence

Intelligence is critical to decision making and planning. To put it simply, they collect, analyse, interpret and disseminate information across the response.

This function is important in making sure everyone has accurate, timely information so they can complete their tasks and make well-informed decisions.

They work very closely with Planning as they need to make decisions which will be based on intelligence they receive. Therefore, this function is usually performed within the Planning section

Investigations

The investigation function will 'investigate' what the cause of an incident is or to determine the factors that contributed to it. This will vary widely with each hazard.

Examples of how this is applied include:

- For a biosecurity or pandemic incident to determine how the disease entered and to where it has spread.
- For fire, to explore the cause and point of origin. This can sometimes lead to criminal charges being laid.
- For a flood to determine the cause of levee breaches or performance.

This function is usually managed within the Operations section

Finance

The finance function will manage all aspects of finance including contracts, procurement and payments. They are responsible for establishing and implementing a system to record the hours of time personnel and contractors contribute to an incident. This function is usually managed by the Logistics section.

Public Information, Intelligence, Investigation and Finance functions in SAVEM responses will rarely be established as stand-alone sections

Function	Summary of Key Responsibilities
Incident Control/Command	Responsibility and accountability for all activities
Planning	Collection, analysis and dissemination of information and the development of plan
Operations	Tasking and application of resource
Logistics	Obtain, Maintain and Sustain all resources

7. Training Note 7 Quiz

1. As soon as an IMT is established, the IC is no longer accountable for the incident.
 - a. True or False
2. Which of the following statement is **not true**:
 - a. The IC approves the IAP
 - b. The IC decides what will be in the IAP
 - c. The Planning function documents and disseminates the IAP
 - d. Operations and logistics implement the IAP
 - e. All functions monitor the implementation of the IAP
3. Which of the following tasks is **not** a responsibility of planning:
 - a. Develop, and document the IAP
 - b. Establish facilities
 - c. Identify key strategic risks for the incident
 - d. Collect, analyse and disseminate information
4. The Operations Officer is **not** responsible for:
 - a. Assembling and standing-down fields teams
 - b. Collecting, processing and disseminating incident information
 - c. Developing the operations component of the IAP
 - d. Provide updates and information to the planning section and IC
5. The logistics officer is responsible for:
 - a. Managing all activities that directly resolve the incident
 - b. Documenting the IAP
 - c. Obtaining and maintaining resources, facilities, services and materials
 - d. Liaising with the media
6. According to AIIMS, who has the responsibility for maintaining safety of all personnel?
 - a. Incident Controller/Commander (IC) only
 - b. Incident Management Team IMT only
 - c. Safety Officer only
 - d. All personnel responding to the incident