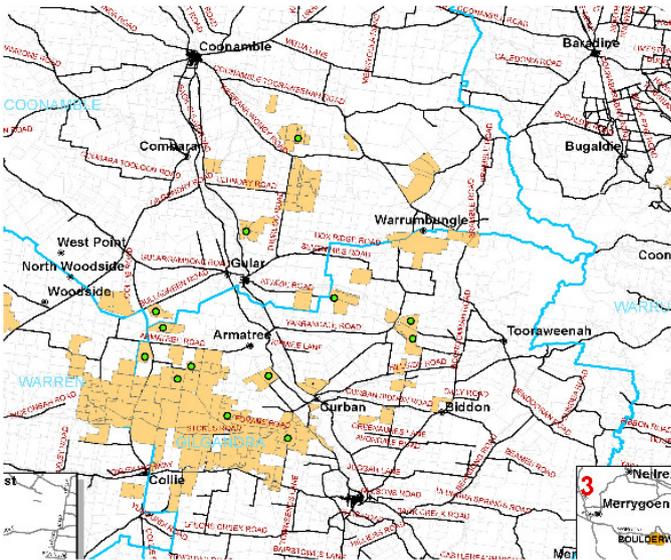




EMERGENCY MANAGEMENT | PROGRAM NAME

# DPI emergency response roles – Planning and Intelligence





# Department of Primary Industries

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DPI Emergency Response Roles

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**More information**

Emergency Management Unit, Biosecurity and Food Safety

[www.dpi.nsw.gov.au](http://www.dpi.nsw.gov.au)

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing (March 2018). However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of the Department of Primary Industries or the user's independent adviser.

## Contents

Contents .....	1
Introduction .....	2
How to use this manual .....	2
References .....	3
Chart 1: Biosecurity organisational chart example at the local control centre .....	4
Planning .....	5
Chart 3: Planning function structure .....	5
Planning Officer .....	6
Planning Team Leader .....	7
Resource Team Leader .....	8
Planning Support .....	9
Auditor .....	10
Intelligence .....	11
Chart 4: Intelligence function structure .....	11
Intelligence Officer .....	12
Intelligence Team Leader .....	13
Situation Support .....	14
Mapping/GIS .....	15
Technical Specialist .....	16
Epidemiologist (Technical Specialist) .....	17
Legal Officer (Technical Specialist) .....	18

## Introduction

NSW Department of Primary Industries (DPI) is the combat agency for plant and animal biosecurity emergencies in NSW (including locusts) and a supporting functional area agency for natural disasters (e.g. bush fire and floods) and other emergencies (e.g. marine pollution).

DPI incident management structures are consistent with Incident Control System (ICS) and Australasian Inter-service Incident Management System (AIIMS).

The five principles of AIIMS which guide the application of the system flexibility, management by objectives, functional management, unity of command, and span of control should be considered when interpreting the organisational charts and implementation of the roles in this manual.

Responsibility for incident resolution sits with the Incident Controller at the local level. Coordination activities may occur at the regional and state levels. The [NSW DPI Concept of Operations](#) outlines control and coordination levels.

Roles and structures may vary with biosecurity (combat agency) and functional area responses. Organisational charts are included to clarify structures, where relevant, for example [Chart 1](#).

## How to use this manual

Team Leader and Support roles are generic in some functions. This allows for flexibility based on the complexity, scale and nature of the incident. For larger incidents, multiple support roles may be required with each role being assigned one or two responsibilities from the role description. It is the responsibility of the Team Leader or function Officer to assign tasks and ensure the unit or function responsibilities are met, respectively. In smaller incidents, support, team leader and officer role responsibilities maybe addressed by a single role, usually the officer role.

Each organisational chart is a guide and will vary with each incident. The roles are link to the organisational chart. Not all incidents and responses are the same but there are common management structures that apply across all hazards in which DPI is a controlling or supporting agency. There is a need to identify and communicate the management structure of an incident, to ensure that an appropriate level of coordination, resources and support are provided in order to achieve successful resolution.

This manual provides examples of management structures; resource coordination levels and operational centre capability will be applicable to certain responses depending on decision making requirements and whether the incident is of local, region or state significance. These are guides and serve to provoke thought about what factors would influence a controlling / commanding officer in gathering information, making and implementing decisions that resolve an emergency.

### *Decision making*

This manual is a guide for decision making about roles required to resolve an emergency. To apply this manual consideration needs to be given to a number of factors. Factors that can be considered (but not limited to) in determining emergency response roles include:

- The number of agencies/organisations involved
- The scale and/or potential impacts of the emergency
- The number and types of emergency operations centres required
- The level of resource coordination required
- The nature, extent and the source of the resources required.

### *Local, region and state*

This manual will be applied at local, region or state level using the principles (flexibility, management by objective etc) of incident management to determine the roles necessary. This manual will be applied during:

- An incident which requires a localised response, being managed by local resources with little or no external support. Facilities and roles needed for managing the response are small scale.
- An incident which requires a localised or regional response, being managed primarily at the local level, with some support being coordinated at a state level. A dedicated Local Control Centre and perhaps a small scale State Coordination Centre may be required to manage the response.
- An incident which requires a state wide response, being managed primarily at a state level. This may include the establishment of one or more Local Control Centres and a fully operational State Coordination Centre. Some resource support may be provided from outside the responsible agency or state, using established emergency management arrangements, or cross border agreements.

### **References**

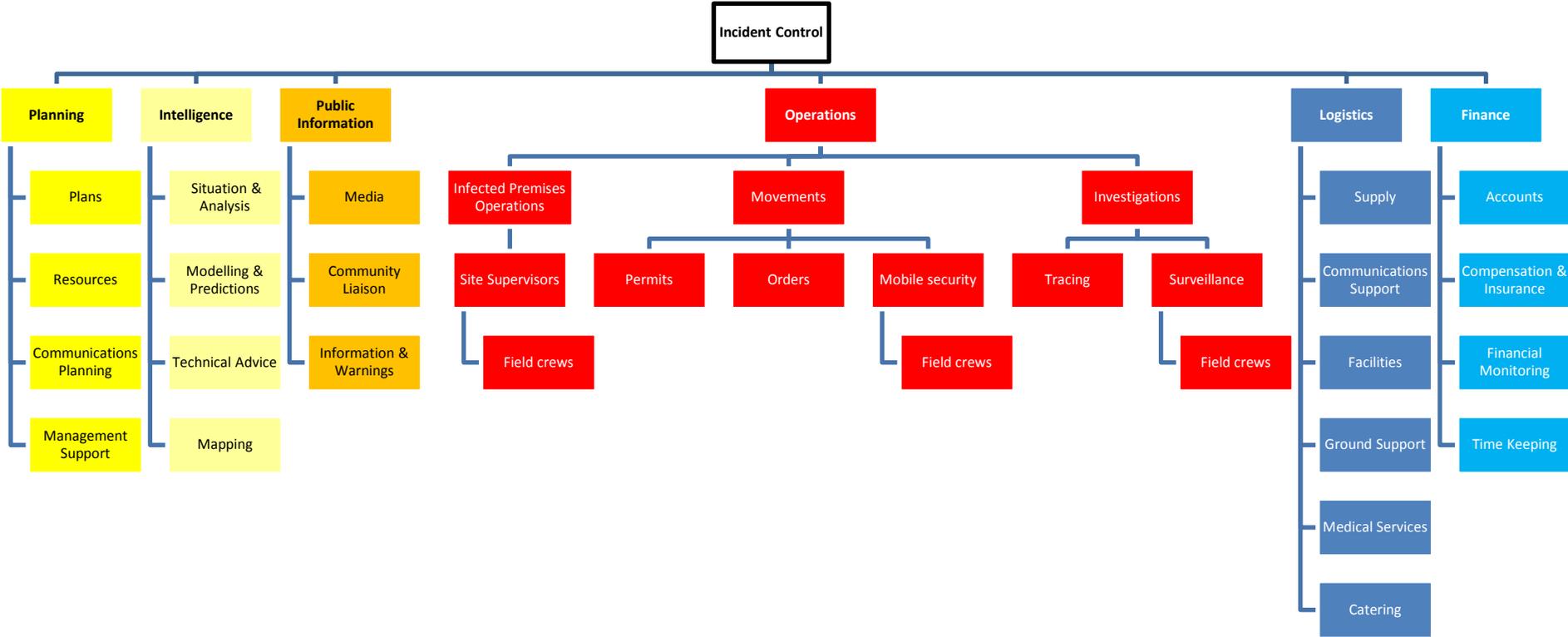
[Australian Veterinary Emergency Plan \(AUSVETPLAN\) - Control centre management manual Part 1 – Managing an emergency animals disease response](#)

[Australian Veterinary Emergency Plan \(AUSVETPLAN\) - Control centre management manual Part 2 – Operational centres: functions and linkages](#)

Australasian Inter-Service Incident Management System (AIIMS) – 2017

[NSW Department of Primary Industries Emergency Management](#)

Chart 1: Biosecurity organisational chart example at the local control centre



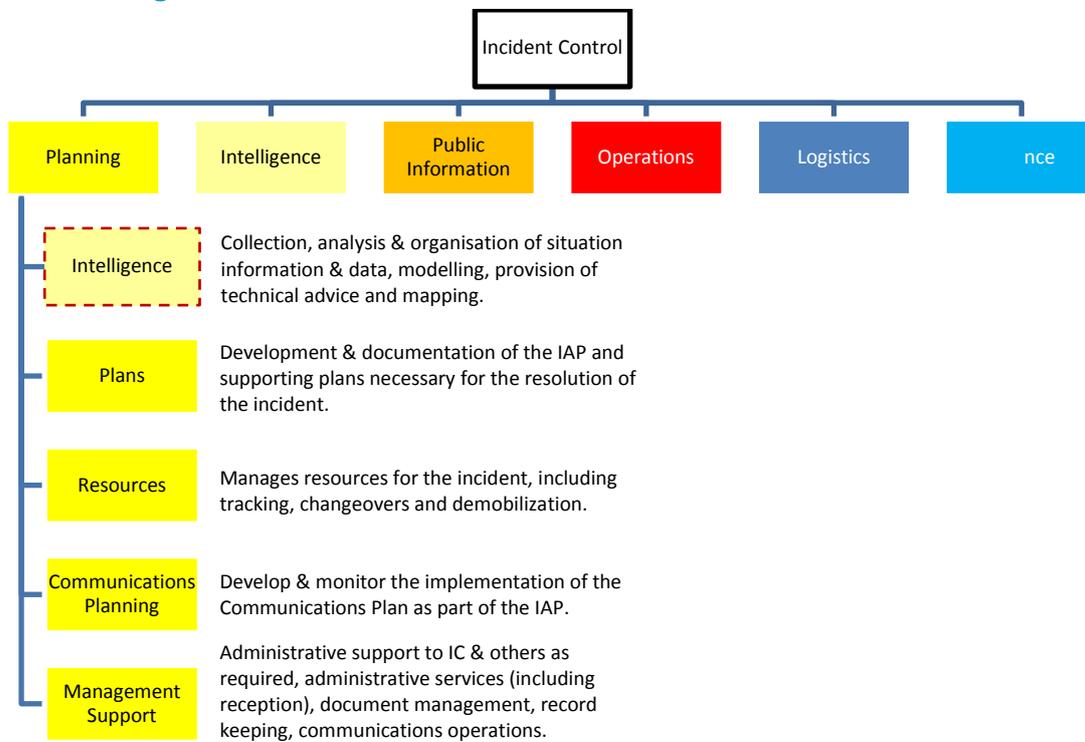
## Planning

The planning function provides support for the control of the incident through:

- Evaluation and analysis of intelligence on the current and forecast situation, the preparation of options analysis, and development of potential incident objectives
- Undertaking risk assessments
- Preparation and dissemination of the plans that are used to control the incident
- Provision of specialist and technical advice
- Collection and maintenance of information about the resources that are allocated to the incident
- Provision of management support services

Planning and Intelligence functions are closely linked. For more complex incidents, a separate Intelligence section may be formed. For smaller incidents, the **intelligence** unit may be part of the Planning function.

**Chart 3: Planning function structure**



## Planning Officer

Planning Officer is part of the Incident Management Team (IMT) and leads the planning function to provide direction of the response through the development and implementation of response plans and policies.

### Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Planning function including management support services
2. Evaluation and analysis of intelligence on the current and forecast situation
3. Preparation of options analysis and development of incident objectives, strategies and risk assessments
4. Prepare, distribute, monitor and review the [incident action plan](#) (IAP) and supporting plans (e.g. communications plan)
5. Provide reports on implementation of plans and strategies
6. Collection and maintenance of information on resources (human and physical) allocated to the incident

### Outputs

- Maintain the Planning function appropriate to the size and complexity of the incident
- Obtain intelligence from the Intelligence function/unit to support the development of the IAP
- Establish and maintain sources of information, including local knowledge (through the Community Liaison Unit)
- Identify new and emerging risks for the incident and address these in the IAP or supporting plans
- Provide strategic advice on significant observations, trends or predictions about the nature or course of the response
- Undertake options analysis involving alternate incident objectives and strategies
- Prepare and disseminate the IAP and supporting plans
- Monitor effectiveness of IAP including risk mitigation strategies
- Determine, acquire, monitor and forecast resource needs
- Information capture and reporting systems implemented enabling issuing of situation reports and display of information geographically

### Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, policy development or similar or planning experience.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Planning Team Leader

Planning Team Leader is responsible for managing the Plans Unit and collecting, collating, analysing (or interpreting) and disseminating information. The role supports the [Planning Officer](#) in implementing systems that manage information, develop plans (e.g. [incident action plan](#)) and integrate risk management.

### Responsibilities

1. Manage the Plans Unit
2. Work with the Intelligence function/unit to develop strategies, analyse risk and likely outcomes
3. Evaluation and analysis of intelligence on the current and forecast situation
4. Prepare options analysis, and develop incident objectives and strategies
5. Undertake risk assessments in support of the development of the IAP
6. Prepare and disseminate the IAP
7. Assist in review of the incident progress against the IAP

### Outputs

- Obtain intelligence from the Intelligence function/unit to support the development of the IAP
- Undertake options analysis involving alternate incident objectives and strategies
- Identify risks, risk mitigation strategies and likely outcomes
- Ensure current national plans, relevant legislation, policies, emergency management arrangements and procedures are considered in decision making and forming advice
- Monitor in conjunction with the Operations function, the effectiveness of risk mitigation
- Policy review and recommendations on policy areas needing development
- Develop, document and monitor the IAP and supporting plans

### Position criteria

1. Substantial experience relevant to role, including experience in team leadership, policy development or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to identify, assess and treat risks.

## Resource Team Leader

The Resource Team Leader is responsible for managing and forecasting resource requirements – such as facilities, equipment, human resources, financial resources, and supporting resources and services that are required to achieve the incident objectives.

### Responsibilities

1. Manage the Resources Unit
2. Manage resource availability across the incident and over shifts to meet incident needs and safety requirements
3. Forecast response resource needs
4. Assist in the development of the [incident action plan](#), including the development of a resources supporting plan (where required)

### Outputs

- Manage and track resources including personnel
- Accessible and timely information on incident resources and their status, including provision of data for [situation reports](#) and [Public Information function](#)
- Resource forecasting information from other sections captured, communicated and plans developed based on projections made by [Intelligence](#) and Plans Units
- Plan to meet projected personnel requirements developed in liaison with [Logistics](#)

### Position criteria

1. Substantial experience relevant to role, including experience in team leadership, resource management, project management or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to identify, assess and treat risks.

## Planning Support

Planning Support is responsible for assisting the units in the Planning function – Plans, Resources, Communications Planning and Management Support Units. The role can support the [Planning Team Leader](#), [Resources Team Leader](#), another Team Leader or the [Planning Officer](#).

### Responsibilities

1. Complete tasks assigned by Team Leader or Planning Officer, which may include:
  - a. Collect, evaluate and analyse intelligence to access current and future situations
  - b. Use systematic decision making processes
  - c. Update systems to influence planning and decision making
  - d. Assist in the development and assessment of plans, including undertaking risk assessments
  - e. Provision of management support and reception services, and facilitate information flow throughout the incident

### Outputs

- Liaise with units/functions to obtain information required to support tasks
- Undertake analysis of data and risk assessments to support unit objectives
- Contribute to the development of plans
- Provision of services to support the Planning function

### Position criteria

1. Experience relevant to role, including experience in project planning or management support services or similar.
2. Demonstrated ability to work effectively in a team and independently.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Auditor

Auditor is responsible for coordinating and/or conducting audits/assessments to:

- Verify the degree of compliance with emergency management (EM) plans, policies, procedures, risk assessments and relevant legislation
- Provide assurance that personnel are complying with requirements e.g. policies, plans, procedures
- Identify issues and non-conformances for investigation and corrective action to prevent reoccurrence during the response
- Identify and document opportunities for improving the management of emergencies e.g. during responses and the after action review process
- Strengthen EM knowledge and capabilities through increased coaching opportunities

### Responsibilities

1. Conduct assessments and audits according to the guide [Auditing and assessing emergency operations](#)
2. Liaise with response and recovery personnel to effectively conduct audits and assessments
3. Investigate and report on trends in conformance and non-conformance
4. Facilitate implementation of corrective actions during a response
5. Identify areas of safety that can be improved

### Outputs

- Assessments and audits conducted and reported
- Identify risks, risk mitigation strategies relevant to the areas audited
- Identify opportunities for improving management of emergencies

### Position criteria

1. Experience in auditing, evaluation or compliance, including emergency response experience.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data and compare to organisational requirements.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to identify, assess and treat risks.

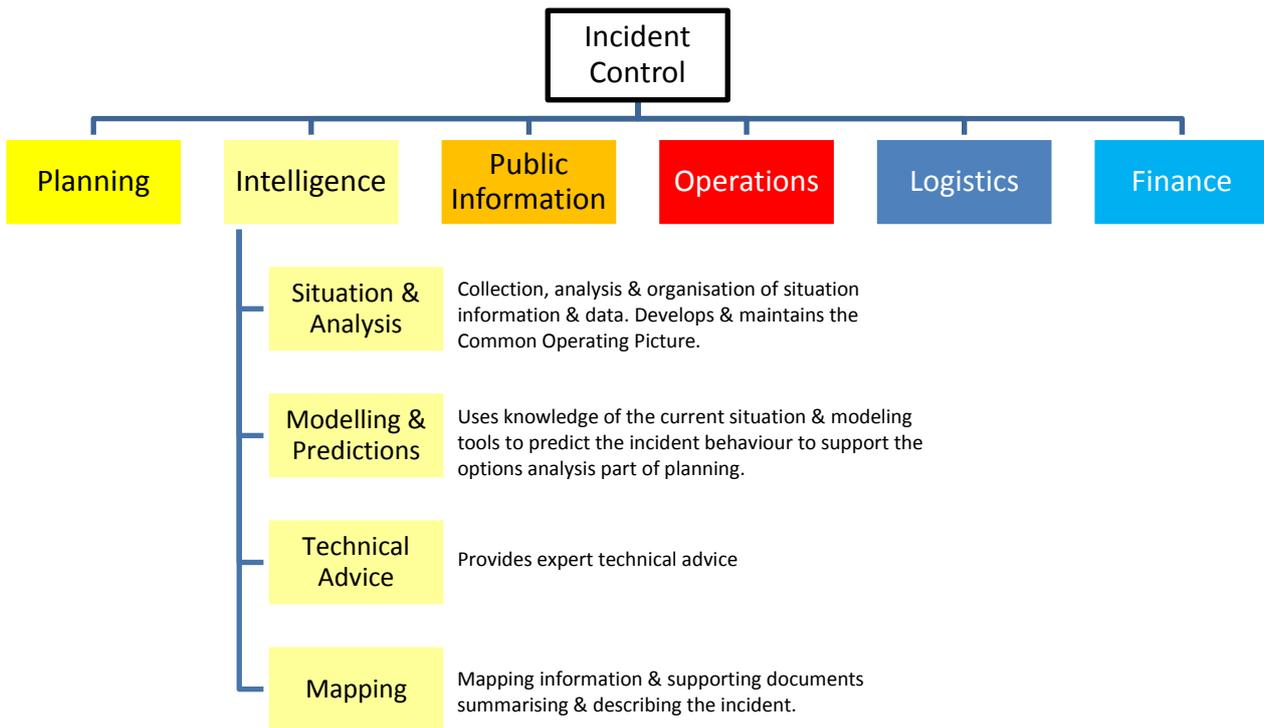
## Intelligence

This function provides intelligence necessary to support decision-making through:

- Collection of information on the current and forecast situation
- Processing of information into timely, accurate and relevant intelligence
- Organise and display intelligence as a Common Operating Picture that is relevant, accessible and supports decision-making, planning and monitoring of the response

The intelligence function may be a unit within the **Planning** function, for less complex incidents, however the responsibilities of the function/unit are the same.

**Chart 4: Intelligence function structure**



## Intelligence Officer

Intelligence Officer is part of the Incident Management Team (IMT) and leads the Intelligence function to collect and analyse information and provide intelligence to support decision making, planning and monitoring of the response. In smaller incidents the Intelligence Officer may lead the Intelligence Unit in the [Planning function](#) and support the [Planning Officer](#).

### Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Intelligence function
2. Collect and analyse information on the current and forecast incident situation, including provision of [situation reports](#)
3. Organise, display and disseminate intelligence in the form of a Common Operating Picture
4. Provision of intelligence products and services

### Outputs

- Maintain the Intelligence function appropriate to the size and complexity of the incident
- Plan the collection and analysis of information based on the incident objectives
- Coordinate the gathering of information
- Process information collected into a form suitable for analysis
- Analyse information collected on the current and projected incident situation and turn it into intelligence products suitable for other section, such as [Planning](#), [Public Information](#), [Incident Control](#)
- Analyse the incident environment, including the key risks, worst-case scenarios and potential outcomes
- Provide specialist intelligence services, such as mapping information, weather, disease/pest behaviour, and the preparedness of communities and organisations impacted by the incident

### Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, policy development or similar or planning experience.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Intelligence Team Leader

Intelligence Team Leader leads unit(s) in the Intelligence function – Situation & Analysis, Modelling & Predictions, Technical Advice and Mapping. Responsibilities are allocated by the [Intelligence Officer](#) and vary with the size and complexity of the incident.

### Responsibilities

1. Manage the assigned Intelligence Unit(s)
2. Provision of intelligence products and services as requested by the Intelligence Officer, which may include:
  - a. Collect, analyse and organise information on the current and forecast incident situation, including provision of [situation reports](#)
  - b. Predicting incident behaviour to support the development of scenarios to feed into options analysis
  - c. Provision of technical advice
  - d. Providing mapping information and supporting documentation to summarise and describe the incident situation, and communicate intelligence, strategies and tactics

### Outputs

- Maintain the Intelligence unit(s) appropriate to the size and complexity of the incident
- Identify sources of information and maintain collection processes
- Development and dissemination of the intelligence products such as incident situation reports, maps

### Position criteria

1. Substantial experience relevant to role, including experience in team leadership.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to identify, assess and treat risks.

## Situation Support

Situation Support is responsible for the acquisition and maintenance of situational awareness, and the sharing of that 'picture' through visualisation and sharing systems (eg [situation report](#), knowledge wall). This includes the collection, collation and dissemination of current information about the incident covering activities undertaken, milestones reached and actions to be taken in the immediate future.

### Responsibilities

1. Collect, analyse and organise situation information to produce intelligence that creates the Common Operating Picture for current and future requirements
2. Incident information accessible to personnel, support organisations, and agency chain of command
3. Use systematic decision making processes
4. Liaise with other units and functions

### Outputs

- [Situation reports](#) produced, approved and disseminated
- Maintenance of visual information sharing systems e.g. status boards, maps

### Position criteria

1. Experience relevant to role, including experience in information collation and report writing or similar.
2. Demonstrated ability to work effectively in a team and independently.
3. Ability to organise workplace information.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Mapping/GIS

Mapping/GIS personnel are responsible for collating incident-specific geographic information and data, to produce appropriate products and outputs (such as electronic and paper maps) to support decision making and situational awareness.

### Responsibilities

1. Attain and synthesise data and information
2. Provision of GIS products to assist in maintaining situational awareness, assist planning and conduct of operational activities

### Outputs

- Maintenance of mapping systems and spatial data including sourcing new data (from internal and external sources), transferring and archiving data
- Evaluation and maintenance of data quality
- Production and distribution of maps and spatial analysis, with supporting documentation
- New data created as required, eg declared areas

### Position criteria

1. Substantial experience relevant to role, including extensive experience in mapping and GIS or similar.
2. Demonstrated ability to work effectively in a team and independently.
3. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Demonstrated high level skills in contemporary GIS practices including map production, spatial analysis, spatial projections and metadata and ability to acquire necessary spatial datasets.

## Technical Specialist

Technical Specialists are responsible for providing wide ranging technical input, advice and guidance for the response. For biosecurity responses, [epidemiology technical specialists](#) are required to support eradication and control activities.

### Responsibilities

1. Provide technical knowledge and input into incident analysis and planning
2. Gather data and analyse data and information
3. Provision of technical advice
4. Contribute to the development and assessment of plans to resolve the incident

### Outputs

- Activities and strategies reviewed and any technical issues identified
- Provide recommendations of enhancements/changes to policies and procedures
- Provide information for community briefings and material for media releases, in consultation with [Public Information](#) function
- Forecast likely/alternative response situations and document control options
- Develop case definition, methods to detect spread and to prove freedom, for biosecurity responses
- Analyse sources of technical information

### Position criteria

1. Substantial experience relevant to incident.
2. Demonstrated ability to work effectively in a team and independently.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy.

## Epidemiologist (Technical Specialist)

Epidemiologists are responsible for providing technical input, advice and analysis of data for the response to support activities in biosecurity responses. Collected technical data is analysed to predict rates of disease spread, impacts of the disease, and escalation or de-escalation of an incident.

### Responsibilities

1. Provide technical knowledge and input into incident analysis and planning
2. Gather and analyse data and report on findings
3. Provision of technical advice
4. Contribute to the development, assessment and review of operational documents including plans and strategies to resolve the incident

### Outputs

- Activities and strategies reviewed and any technical issues identified
- Provide recommendations of enhancements/changes to plans, policies and procedures
- Provide information for community briefings and material for media releases, in consultation with [Public Information](#) function
- Forecast likely/alternative response situations and document control options
- Develop case definition, methods to detect spread and to prove freedom, for biosecurity responses
- Identify and analyse sources of technical information

### Position criteria

1. Substantial experience and qualifications relevant to incident, e.g. veterinary epidemiologist for animal disease outbreaks.
2. Demonstrated ability to work effectively in a team and independently.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy.

## Legal Officer (Technical Specialist)

Legal Officers are responsible for providing legal services and advice to ensure response activities are conducted according to state and Commonwealth legislation in a timely manner.

### Responsibilities

1. Provide technical knowledge to ensure all strategies and operations are legal
2. Prepares or coordinates approved proclamations, delegations, orders and prosecutions
3. Provision of legal advice on specific issues as they arise
4. Contribute to the development of plans to resolve the incident
5. Liaise with appropriate department/agency personnel to ensure advice addresses relevant legal requirements to minimise risk to industry, community and government

### Outputs

- Provide legal advice on proposed strategies and jurisdictional plans
- Provide recommendations of enhancements/changes to policies and procedures
- Conduct legal review of orders, notices and other matters
- Address response legal matters, e.g. matters for prosecution
- Ensure personnel have appropriate delegated powers

### Position criteria

1. Completed a law degree and holder of a current practising certificate authorising practice as a lawyer in Australia.
2. Experience of relevant legislation and state legal procedures.
3. Demonstrated ability to work effectively in a team and independently.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy.