



EMERGENCY MANAGEMENT | PROGRAM NAME

# DPI emergency response roles





# Department of Primary Industries

Published by the NSW Department of Primary Industries

DPI Emergency Response Roles

First published March 2017

**More information**

Emergency Management Unit, Biosecurity and Food Safety

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

INT17/27224

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## 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**

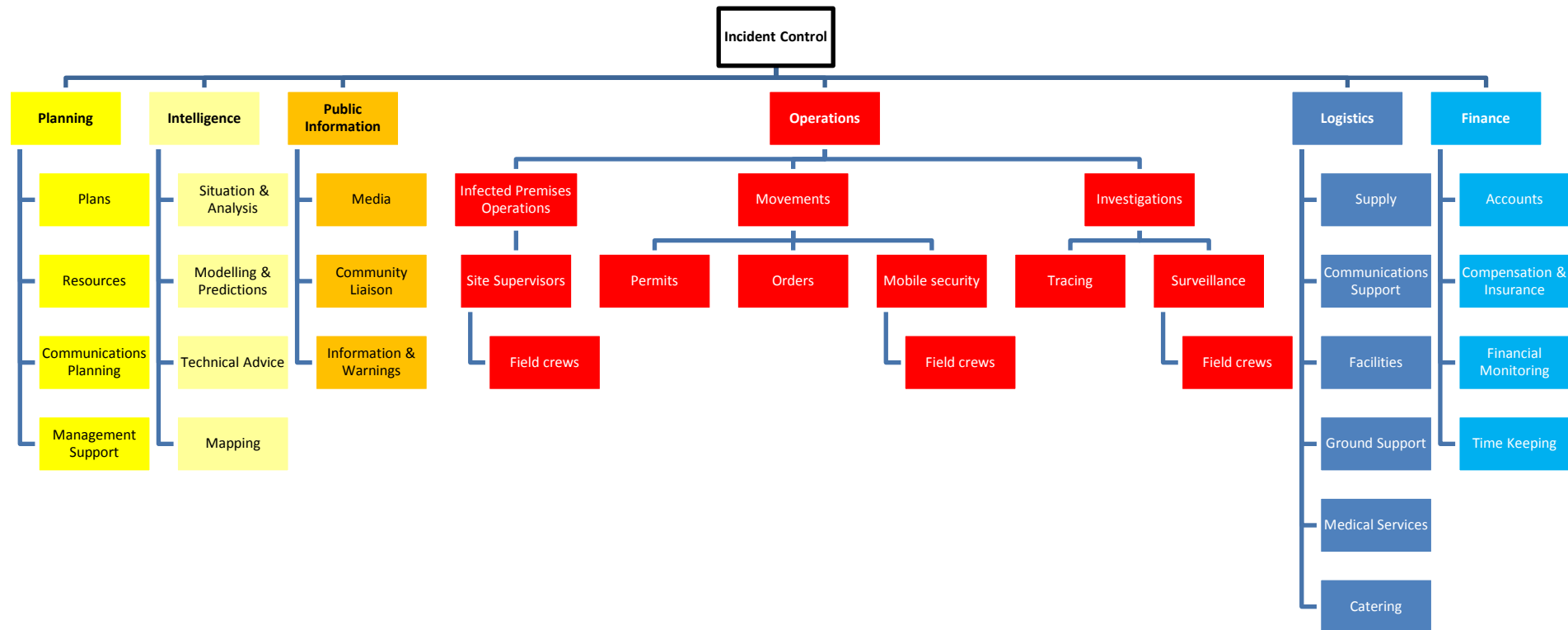
[Australian Veterinary Emergency Plan \(AUSVETPLAN\) - Control centre management manual Part 1 – Managing an emergency animals disease response](#)

[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](#)

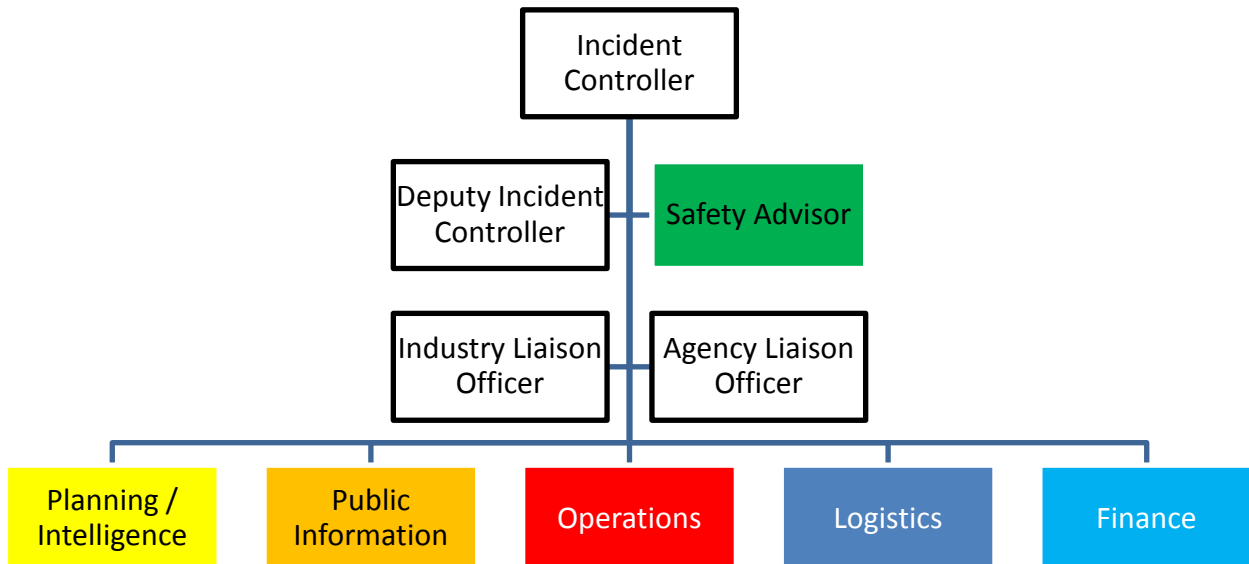
Chart 1: Biosecurity organisational chart example at the local control centre



## Control

'Control' provides overall direction of activities necessary for the resolution of the incident.

**Chart 2: Control function roles and structure**





## Incident Controller

Incident Controller has overall responsibility for management of all activities and personnel deployed to resolve the incident, provides leadership of the response to achieve agreed, planned and documented objectives. The Incident Controller is appointed by DPI for responses where it is the combat agency, ie biosecurity responses and locusts.

### Responsibilities

1. Control the direction of the response
2. Effective management of the control centre (where established)
3. Inter-agency coordination, cooperation and sharing of information through agreed pathways
4. Establish and maintain a safe work environment
5. Initiate relief and recovery arrangements
6. Liaison with state coordination centre, when activated

### Outputs

- Take charge and exercise leadership, including the establishment and maintenance of the incident management structure
- Set objectives for the incident response, considering the safety of the community and response personnel as a priority
- Apply a risk management approach, and implement systems, [policies](#) and [procedures](#)
- Develop and approve plans and strategies to control the incident, including implementing and monitoring the [Incident Action Plan](#) (IAP)
- Ensure [situation reports](#) are regularly prepared and distributed
- Establish effective liaison and cooperation with all relevant agencies, affected communities and others external to the incident management team (IMT)
- Ensure sufficient human and physical resources required for the resolution of the incident, including establishing Forward Command Posts (FCPs) if required
- Ensure effective communications within and beyond the incident control structure
- Ensure appropriate financial delegations are in place

### Position criteria

1. Substantial experience relevant to role, including extensive experience in managing the political, legal and industry aspects of a response.
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.
5. Ability to communicate information, advice and decisions to all areas of the response.
6. Sound ability to analyse complex problems strategically.

## Deputy Incident Controller

The Deputy Incident Controller can be delegated responsibility for particular tasks as determined by the Incident Controller, typically responsibility for providing logistics and technical support during a significant incident response. The role may assist in managing the relationship with the agencies providing support to the DPI.

### Responsibilities

1. Take charge and exercise leadership, including the establishment of the incident support structure
2. Set objectives for the incident support
3. Develop and approve plans and strategies to support the Incident Controller
4. Implement and monitor support performance
5. Ensure sufficient human and physical resources, as requested by the Incident Controller
6. Establish risk management systems and procedures for the safety and welfare of personnel
7. Provide technical and specialist services requested by the Incident Controller

### Outputs

- Assess the incident, identify risks and assess the scale of the likely response
- Establish and maintain an effective management support structure
- Set and achieve clear support objectives
- Develop, approve, implement and monitor the supporting plans if required
- Establish effective liaison and cooperation with all relevant interstate agencies and industry, which may be able to provide support to DPI under the national arrangements
- Obtain human and physical resources as requested by the Incident Controller
- Manage and monitor the overall support progress

### Position criteria

1. Substantial experience relevant to role, including experience in managing the political, legal and industry aspects of a response.
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.
5. Ability to communicate information, advice and decisions to all areas of the response.
6. Sound ability to analyse complex problems strategically.

## Agency Liaison Officer

Agency Liaison Officer is responsible for providing a link between their own agency and other agencies and organisations, such as affected industries, so that the response objectives are achieved. This involves providing agency-specific advice, access to resources and contributing to decision making. It is imperative that personnel undertaking this role have the authority to act on behalf of their agency or organisation and are authorised to commit organisational resources.

### Responsibilities

1. Inter-agency coordination, cooperation and shared information through agreed pathways
2. Provision of advice to the Incident Controller or position you report to, on issues related to home agency/organisation or potential problems in resolving the incident
3. Provision of information to the incident management team in the development of the [incident action plan](#)
4. Provision of advice in relation to resources and support available from home agency/organisation
5. Be the contact point for home agency/organisation

### Outputs

- Participate in planning meetings, providing current resource status, including limitations and capability of home agency/organisation
- Provision of intelligence and reports on home agency's current and projected commitments
- Relay current situation, direction and tasking to the home agency on behalf of the Incident Controller
- Maintain contact information for home agency
- Liaise with other liaison officers to facilitate coordinated action
- Debrief with home agency at end of response to identify key lessons and coordinate this input into other debriefs and reports

### Position criteria

1. Substantial experience relevant to role, including experience in representing home agency and liaising with other organisations in pressure situations or similar.
2. Sound knowledge of home agency policies and available resources, with authorisation to make decisions and commit resources on behalf of home agency.
3. Demonstrated ability to work effectively in a team, independently, and as a team leader.
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.
6. Ability to coordinate resources within a multi-agency response.

## Safety Advisor

Safety Advisor is responsible for working as part of the Incident Management Team (IMT) or a function/section team to ensure the work health, safety and well-being management system for an incident response protects the well-being of response personnel and the community.

### Responsibilities

1. Implement and maintain incident response work health and safety (WHS) systems including risk management
2. Ensure [WHS policies](#), [procedures](#), processes and documentation are accessible and implemented consistently
3. Monitor, evaluate and recommend improvements to WHS systems
4. Build and maintain strong relationships to actively reinforce and promote WHS
5. Work collaboratively with providers in relation to worker induction, planning, education and compliance in relation to WHS

### Outputs

- Ensure implementation of WHS emergency management [policies](#), [procedures](#), processes and risk assessments
- Risk assessment of incident hazards and specify appropriate precautions
- Contribute to planning (e.g. IAP, [medical plan](#), operational plans, communications plan) by providing safety advice for proposed strategies and tactics
- Implement a WHS [audit program](#) to monitor and report on compliance, and ensure action is taken to rectify any unsafe condition or practice
- Ensure personnel are [inducted](#), suitably trained, supervised, briefed, debriefed, monitored and adequately resourced
- Provide WHS reports – for incidents (accidents, injuries, near misses etc) including investigations, equipment utilisation (including PPE), induction, training

### Position criteria

1. Ability to implement and maintain a Work Health and Safety (WHS) system and understand the operational context of the incident.
2. Experience in identification and treatment of risks, including health and safety risks.
3. Demonstrated ability to work effectively in a team and independently.
4. Effective communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability and experience in liaising with other organisations.

## Industry Liaison Officer

Industry Liaison Officer is responsible for providing advice and guidance from a livestock, plant or other primary production industry perspective about matters relating to the emergency. The Industry Liaison Officer works with the Planning function. It is imperative that personnel undertaking this role have the authority to act on behalf of their agency/organisation/industry.

### Responsibilities

1. Represent affected industry
2. Provision of industry technical advice and information to the Incident Controller or position you report to, including potential problems in resolving the incident and possible solutions
3. Provision of information to the incident management team in the development of the [incident action plan](#) and supporting plans
4. Provision of advice in relation to resources and support available from industry
5. Be the contact point for industry

### Outputs

- Participate in planning, providing current resource status, including limitations and capability of industry
- Provision of intelligence and reports to inform policy, appropriate control or eradication measures, and stakeholder engagement material
- Relay current situation and direction to industry on behalf of the Incident Controller
- Positive working relationships with primary stakeholders established and maintained, including maintaining contact information for industry
- Liaise with other liaison officers to facilitate coordinated action
- Make recommendations for continuous improvement, eg updates to plans, procedures, training and systems, to both DPI and industry
- Hold a debriefing with industry representatives at end of response to identify key lessons and coordinate this input into other debriefs and reports

### Position criteria

1. Substantial experience relevant to role, including extensive experience in representing the affected industry and liaising with other organisations in pressure situations or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
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.

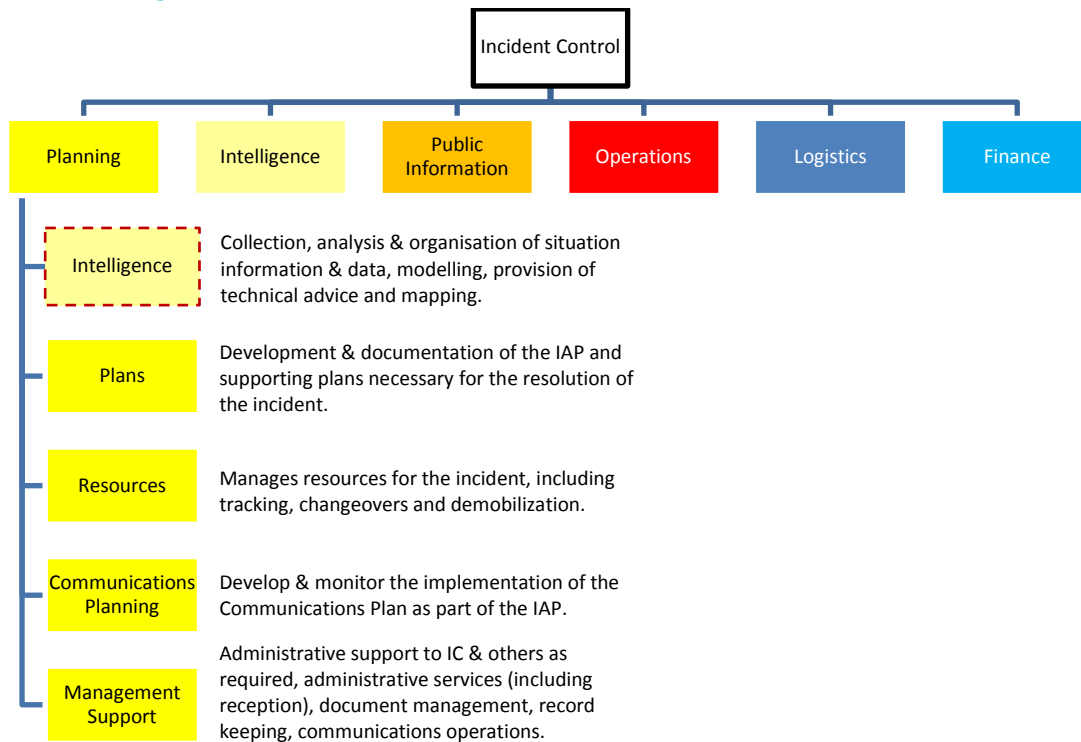
## Planning

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.

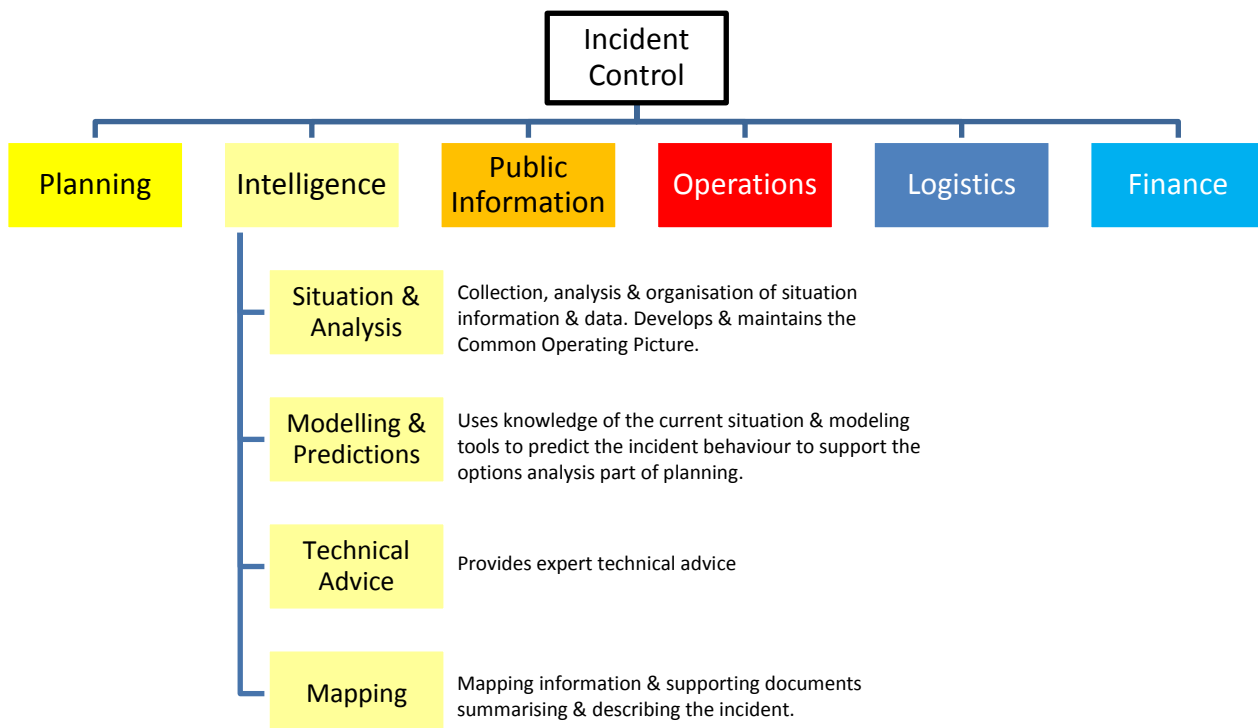
## Intelligence

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.

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## 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.

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## 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

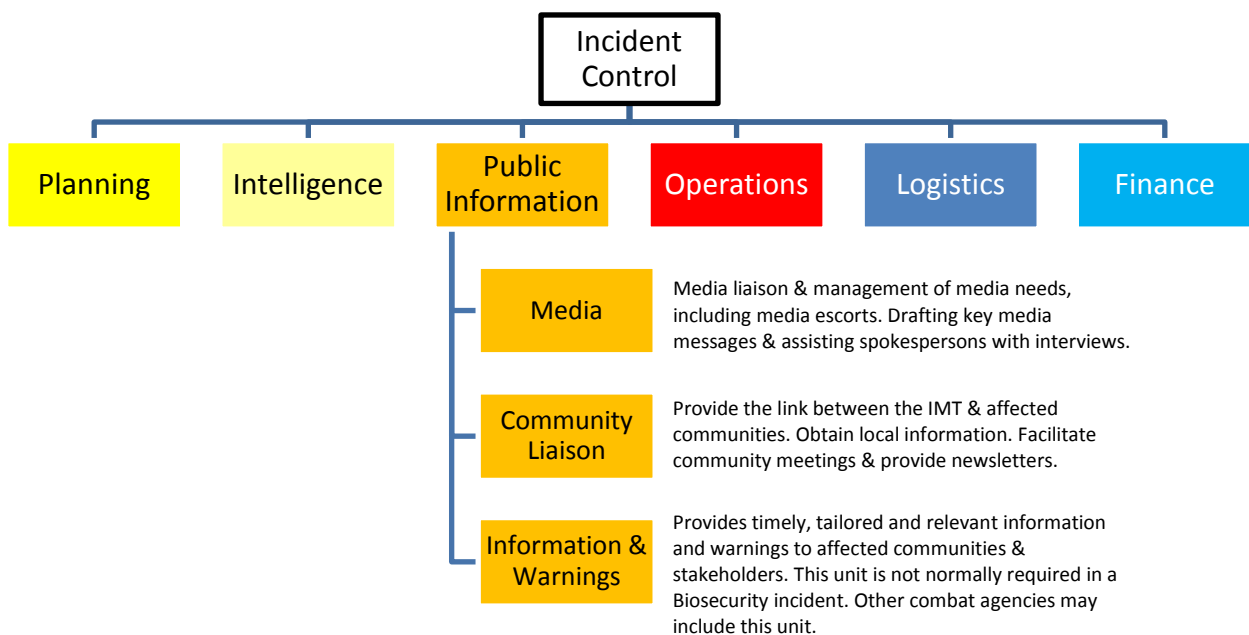
1. Completed a law degree and holder of a current practising certificate authorising practice as a lawyer in Australia.
2. Experience of relevant legislation and state legal procedures.
3. Demonstrated ability to work effectively in a team and independently.
4. Highly developed communication (oral and 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.

## Public Information

The public information function focuses on gathering, assembling and disseminating timely, tailored and relevant information to stakeholders. It provides support to the management of the incident through:

- Provision of warnings and information to threatened communities, other stakeholders and the general public
- Liaison with news media and management of media liaison issues
- Consultation and liaison with affected communities

**Chart 5: Public Information function structure**



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## Public Information Officer

Public Information Officer leads and manages the Public Information function to gather, assemble and disseminate timely, tailored and relevant information to stakeholders. The Public Information function is the first point of contact for affected communities during a response, determines the release of information throughout the response and manages media access to response sites.

### Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Public Information function
2. Dissemination of information, advice and safety messages to the public
3. Provision of timely and relevant information and safety messages to those who may be impacted by the incident

### Outputs

- Maintain the Public Information function appropriate to the size and complexity of the incident
- Ensure development and implementation of a Communications Plan and Community Engagement Plan
- Obtain and maintain information on the current and projected incident situation from the [Planning/Intelligence](#) function(s) and external sources
- Issue warnings and information to threatened communities on behalf of, or with the approval of, the [Incident Controller](#)
- Disseminate incident information to communities and other stakeholders
- Manage media needs, including on the incident ground
- Liaise with affected communities

### Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, community engagement, media liaison or similar.
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.
5. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

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## Community Engagement Support

Community Engagement Support is part of the Community Liaison Unit and responsible for community engagement activities, including on-ground communication activities. Activities can include identifying existing communication channels or establishing new ones, and identifying and working with key community organisations and people.

### Responsibilities

1. Establish community engagement priorities and carry out engagement activities
2. Coordinate the preparation of materials for community engagement activities
3. Ensure a safe work environment is established and maintained

### Outputs

- Implement the Community Engagement plan, including identifying priority stakeholders and engagement methods
- Monitor public inquires to determine community engagement requirements and resources
- If applicable, liaise with other government agencies to ensure a whole-of-government approach for stakeholder engagement
- Conduct of community engagement activities, including reporting on outcomes
- Liaise with the community to obtain local knowledge
- Interpret incident data into community information
- Spokesperson preparation, including briefing on talking points and background information
- Key messages developed in consultation with [Planning](#) and [Operations](#)

### Position criteria

1. Substantial experience relevant to role, including experience in community engagement or similar.
2. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
3. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

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## Media Liaison

Media Liaison is part of the Media Unit and responsible for liaison with the media, including issuing media releases, conducting media briefings and press conferences, arranging access for and escorting media in restricted areas.

### Responsibilities

1. Act as the primary contact point for the media
2. Coordinate the preparation of materials for release to the media
3. Coordinate media activities
4. Act as spokesperson if other officers are unavailable
5. Ensure a safe work environment is established and maintained

### Outputs

- Maintain ongoing liaison with the [Planning/Intelligence](#) functions to maintain an understanding of the available information and potential threats to the community
- Develop material (e.g. media releases, talking points) for release in consultation with Planning/Intelligence function and the IMT
- Monitor (social) media for reporting accuracy and address issues
- Liaise with media including preparing for and conducting media events
- Spokesperson preparation, including briefing on talking points and background information
- Liaise with [Operations Officer](#) to gain authorisation to access restricted areas
- Photos/video of response operations arranged where media is not permitted to access sites due to adverse risk

### Position criteria

1. Substantial experience relevant to role, including experience in media liaison or similar.
2. Sound knowledge of how the media works, including ability to organise press conferences.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

## Rural Resilience Support

Rural Resilience Support is part of the Community Liaison Unit and responsible for providing support services to affected rural communities, including opportunities to connect with community and support services; the provision of or referral to information, tools and development opportunities; and assisting affected rural communities while recovering from adverse events and helping them to prepare for future adversity.

This role may span both response and recovery operations, as detailed in the guide for the [Emergency recovery operations](#).

### Responsibilities

1. Connect rural communities to support services and trusted information sources
2. Assist stakeholders and rural communities following emergencies to recover
3. Establish community welfare priorities and carry out engagement activities utilising community support networks
4. Coordinate the delivery of and supporting materials for community activities and meetings
5. Ensure a safe work environment is established and maintained

### Outputs

- Liaise with affected rural communities and stakeholders to identify needs and provide links with relevant support services and information
- Work with key stakeholders to identify support available to affected primary producers
- Liaise with other government agencies to participate in a whole-of-government approach for stakeholder engagement, if applicable
- Conduct community engagement activities and outreach programs, including reporting on outcomes
- Provide input into recovery plans and relevant recovery committees, if appropriate

### Position criteria

1. Substantial experience relevant to role, including experience in rural community engagement, welfare or similar.
2. Demonstrated ability to engage, support and empower impacted community members.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Ability to deliver public information outputs in a stressful and changing environment, in line with communications policies.



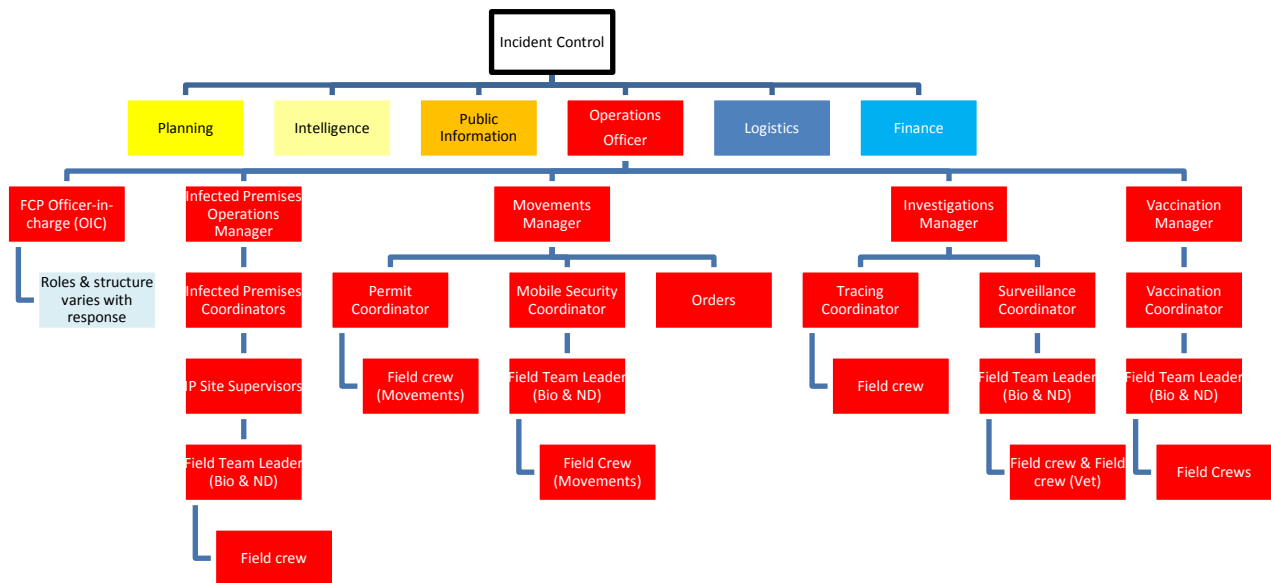
## Operations

The Operations function varies with the hazard type and activities necessary to resolve the incident; however the general structure remains consistent with ICS.

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

- Implementation of strategies to resolve the incident
- Management of all activities that are undertaken directly to resolve the incident
- Management of all resources (people and equipment) assigned to Operations

**Chart 6: Operations function roles and structure for biosecurity responses**



**Chart 7: Operations function roles and structure for natural disaster responses**

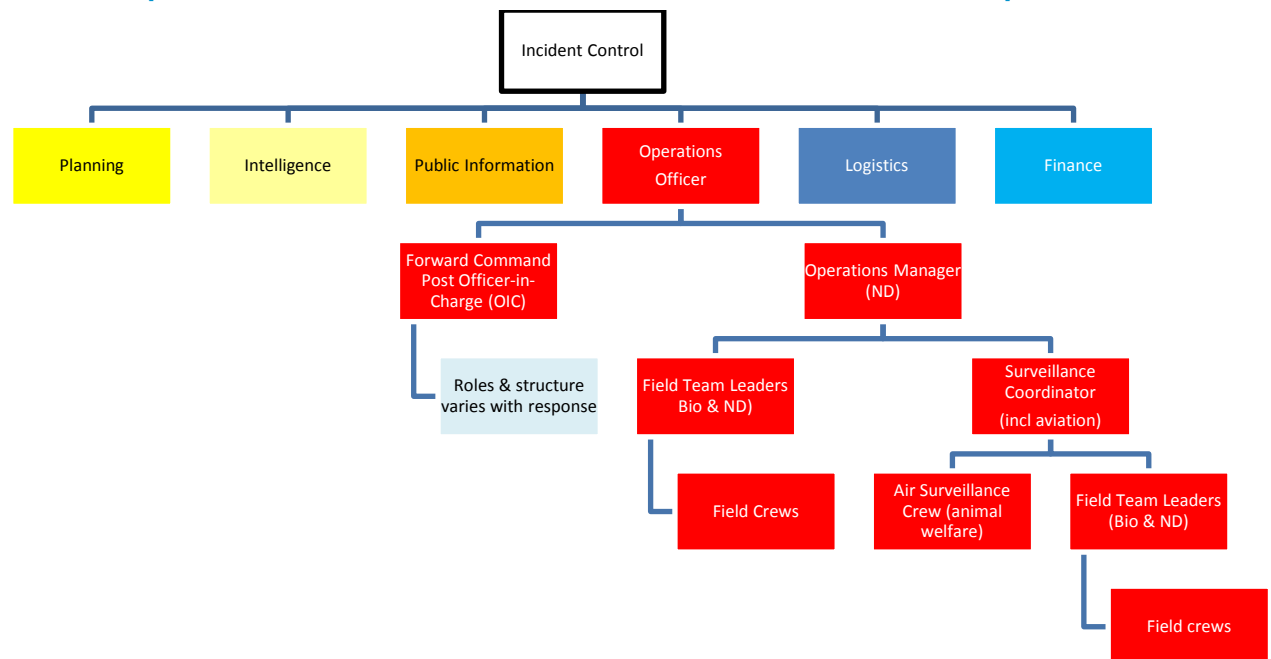
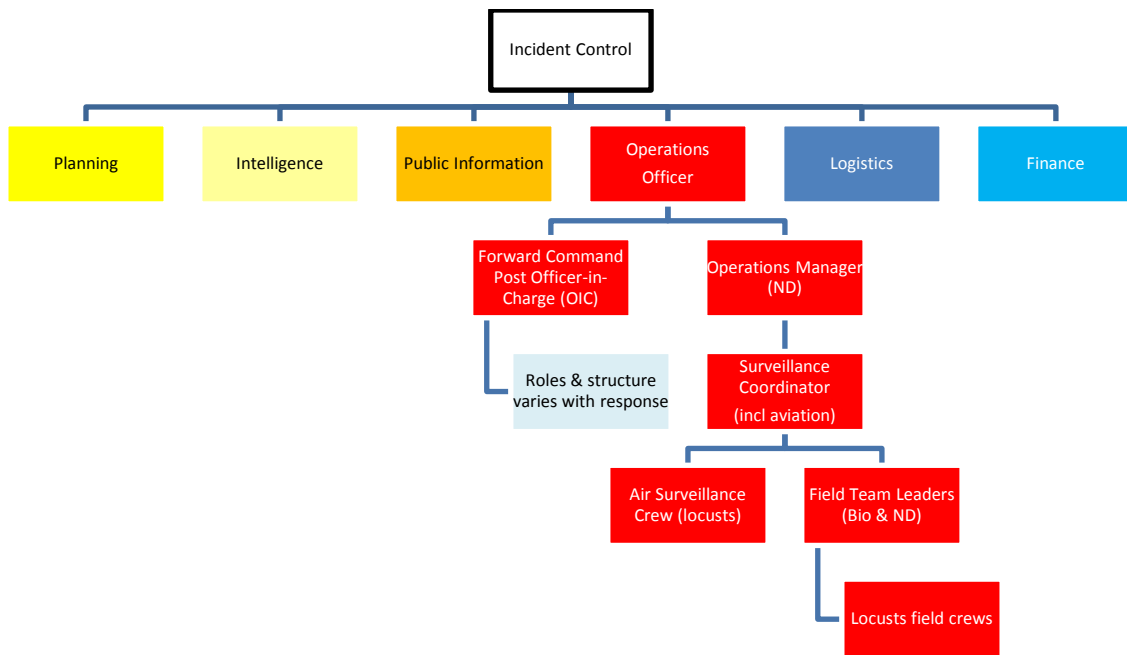


Chart 8: Operations function roles and structure for locust responses



## Operations Officer

Operations Officer is part of the Incident Management Team (IMT) and leads the Operations function to implement actions to resolve the incident, consistent with the objectives defined by the [Incident Controller](#).

### Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Operations function including Forward Command Posts (FCPs)
2. Develop and implement supporting plans, and contribute to the development of the [incident action plan](#) (IAP)
3. Identify current and future resource requirements for operations function
4. Report on the implementation of plans and strategies, including emerging risks, resource status and costs

### Outputs

- Maintain the Operations function appropriate to the size and complexity of the incident, including establishing and managing FCPs if required
- Ensure a safe work environment is established and maintained including investigating [WHS incidents](#)
- Establish and maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors
- Provide or coordinate advice in relation to operational activities, problems and solutions
- Ensure assigned resources are tracked and managed effectively
- Ensure systems are used to manage field data and information
- Monitor compliance to plans, policies and procedures, and implement improvements

### Position criteria

1. Substantial experience relevant to role, including extensive experience in emergency operations management or similar.
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. Ability to analyse complex problems and produce practical solutions with clear priorities.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Infected Premises Operations Manager

Infected Premises Operations (IP Ops) Manager leads the Infected Premises Operations Unit and is responsible for field biosecurity measures including inventory and valuation, destruction, disposal and decontamination activities on allocated premises.

### Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the IP Operations unit
2. Plan and conduct biosecurity measures on allocated premises
3. Manage current and plan for future resource requirements
4. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Maintain the IP Ops Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan](#) (IAP)
- Establish and maintain a safe work environment
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Substantial experience relevant to role, preferably with experience in infected premises coordination, operations or similar
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Movements Manager

Movements Manager leads the Movements Unit and is responsible for biosecurity measures, such as permits, orders, checkpoints and field biosecurity, to control the movement of animals, plants, products, vehicles, people and other things that pose a biosecurity risk.

### Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the Movements unit
2. Plan and conduct biosecurity measures in the area of operation
3. Manage current and plan for future resource requirements
4. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Maintain the Movements Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan \(IAP\)](#)
- Establish and maintain a safe work environment
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements

### Position criteria

1. Substantial experience relevant to role, preferably with experience in biosecurity compliance operations or similar
2. An Authorised Officer under the relevant legislation
3. Demonstrated ability to work effectively in a team, independently, and as a leader
4. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
5. Experience in identification, assessment and treatment of risks, including work, health and safety
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Investigations Manager

Investigations Manager leads the Investigations Unit and is responsible for determining the extent and impact of the emergency by coordinating field surveillance, tracing and laboratory interface systems.

### Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the Investigations Unit
2. Plan and conduct field surveillance in the area of operation, including coordinating aviation assets and contractors
3. Manage tracing and laboratory interface activities
4. Manage current and plan for future resource requirements
5. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Maintain the Investigations Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan \(IAP\)](#)
- Establish and maintain a safe work environment
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements

### Position criteria

1. Substantial experience relevant to role, preferably with experience in field surveillance operations, compliance investigations or similar
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

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## Vaccinations Manager

Vaccination Manager leads the Vaccination Unit and is responsible for the use and control of vaccinations and/or medications to limit the extent and impact of the emergency.

### Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the Vaccinations Unit
2. Plan and manage use of vaccine/medications in the area of operation, including coordinating contractors
3. Manage current and plan for future resource requirements
4. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Maintain the Vaccinations Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan](#) (IAP)
- Establish and maintain a safe work environment
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements

### Position criteria

1. Sound knowledge of vaccination/treatment techniques, reporting and registration requirements, and biosecurity requirements for working with infected or at risk animals
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel

## Operations Manager (ND)

Operations Manager reports to the Operations Officer and is responsible for an Operations Division. The role is responsible for field activities to respond to and recover from a natural disaster or locust emergency, including coordinating surveillance (ground and aerial); [damage assessments](#); treatment, destruction and disposal; and chemical distribution.

### Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the Operations Division
2. Plan and manage field operations activities in the area of operation, including coordinating contractors
3. Manage current and plan for future resource requirements
4. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Maintain the Operations Division appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan](#) (IAP)
- Establish and maintain a safe work environment
- Establish and maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements

### Position criteria

1. Substantial experience relevant to role, including experience in managing field activities or similar.
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.



## Officer-in-Charge (of FCP)

Officer-in-Charge leads the Forward Command Post (FCP) and is responsible for field activities, gathering intelligence and provision of links to the local community in biosecurity, locust and natural disaster emergencies for a designated area. Activities may include community engagement, surveillance, destruction, disposal, decontamination, vaccination and movement control.

### Responsibilities

1. Manage the Forward Command Post
2. Plan and manage field operations activities in the area of operation, including coordinating contractors
3. Manage current and plan for future resource requirements
4. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Maintain the FCP appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan](#) (IAP)
- Establish and maintain a safe work environment
- Establish and maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements

### Position criteria

1. Substantial experience relevant to role, including experience in managing complex field activities or similar.
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

## Infected Premises Operations Coordinator

Infected Premises Operations (IP Ops) Coordinator is part of the IP Ops Unit and is responsible for coordination of inventory and valuation, destruction, disposal and decontamination activities on allocated premises in biosecurity responses. Specific responsibilities will vary with the complexity, scale and nature of the incident. In smaller incidents IP Ops Coordinators may be assigned more than one of these responsibilities.

### Responsibilities

1. Coordinate the IP Ops Unit responsibilities on allocated premises including operational planning, tasking, resources, records and safety for one or more of the following:
  - Inventory and valuation – provide inventory and valuation of all animals, plants and materials to be considered for destruction or damaged
  - Destruction – destruction of animals, plants and materials, including ensuring the welfare of animals
  - Disposal – disposal of destroyed animals, plants and materials, including coordinating bio-secure transport
  - Decontamination – removal of the disease/pest agent from premises by decontaminating facilities, buildings and equipment etc
2. Report on incident situation, operations progress, emerging risks and the status of resources

### Outputs

- Assist in maintaining the IP Ops Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan](#) (IAP)
- Maintain a safe work environment
- Liaise and cooperate with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide data and information for reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Experience relevant to role, preferably experience in infected premises operations or similar
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

## Permit Coordinator

Permit Coordinator is part of the Movements Unit and is responsible for coordination the issuing of permits under the relevant legislation for the movements of animals, plants and materials that pose a biosecurity risk.

### Responsibilities

1. Coordinate the issue of permits in compliance with the relevant legislation and policies
2. Manage current and plan for future resource requirements
3. Report on the implementation of policies and plans including emerging risks and resource status

### Outputs

- Assist in maintaining the Movements Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan \(IAP\)](#)
- Maintain a safe work environment
- Liaise and cooperate with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide data and information for reports on activities conducted in support of the IAP
- Utilise systems to manage data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Experience relevant to role, preferably experience in biosecurity compliance operations or similar
2. An Authorised Officer under the relevant legislation
3. Demonstrated ability to work effectively in a team, independently, and as a leader
4. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
5. Experience in identification, assessment and treatment of risks, including work, health and safety
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

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## Mobile Security Coordinator

Mobile Security Coordinator is part of the Movements Unit and is responsible for coordination of field patrol teams who maintain biosecurity in the area of operation.

### Responsibilities

1. Coordinate biosecurity in the field in compliance with the relevant legislation and policies
2. Manage current and plan for future resource requirements
3. Report on the implementation of policies and plans including emerging risks and resource status

### Outputs

- Assist in maintaining the Movements Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan](#) (IAP)
- Maintain a safe work environment
- Liaise and cooperate with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide data and information for reports on activities conducted in support of the IAP
- Utilise systems to manage data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Experience relevant to role, preferably experience in biosecurity compliance operations or similar
2. An Authorised Officer under the relevant legislation
3. Demonstrated ability to work effectively in a team, independently, and as a leader
4. Demonstrated ability to analyse data, plan and develop strategies to support organisational policy
5. Experience in identification, assessment and treatment of risks, including work, health and safety
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel

## Tracing Coordinator

Tracing Coordinator is part of the Investigations Unit and is responsible for coordination of tracing biosecurity risks based on priority for the area of operation.

### Responsibilities

1. Coordinate the tracing of biosecurity risks
2. Manage current and plan for future resource requirements
3. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Assist in maintaining the Investigations Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan](#) (IAP)
- Maintain a safe work environment
- Liaise and cooperate with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide data and information for reports on activities conducted in support of the IAP
- Utilise systems to manage data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Experience relevant to role, preferably experience in field surveillance operations, compliance investigations or similar
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel

## Surveillance Coordinator

Surveillance Coordinator is part of the Investigations Unit (biosecurity) or Operations function (natural disaster, locusts) and is responsible for coordination of surveillance operations, including ground and aerial surveillance, to collect and confirm information in support of the [incident action plan](#) (IAP).

### Responsibilities

1. Coordinate ground and aerial field surveillance
2. Manage current and plan for future resource requirements
3. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Assist in maintaining the Investigations Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the IAP
- Maintain a safe work environment
- Liaise and cooperate with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide data and information for reports on activities conducted in support of the IAP
- Utilise systems to manage data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Experience relevant to role, preferably experience in field surveillance operations, compliance investigations or similar
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel

## Vaccinations Coordinator

Vaccination Coordinator is part of the Vaccination Unit and is responsible for coordinating the use and control of vaccinations and/or medications to limit the extent and impact of the emergency.

### Responsibilities

1. Coordinate distribution, storage, disposal and use of vaccines/medications in the area of operation
2. Manage current and plan for future resource requirements
3. Report on the implementation of plans and strategies, including emerging risks and resource status

### Outputs

- Assist in maintaining the Vaccination Unit appropriate to the size and complexity of the incident
- Develop and implement plans and strategies in support of the [incident action plan \(IAP\)](#)
- Maintain a safe work environment
- Liaise and cooperate with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide data and information for reports on activities conducted in support of the IAP
- Utilise systems to manage data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Knowledge of vaccination/treatment techniques, reporting and registration requirements, and biosecurity requirements for working with infected or at risk animals
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel

## Field Team Leader (Bio & ND)

Field Team Leader is responsible for leading and supervising field crews conducting field operation activities in biosecurity and natural disaster responses. Activities will vary with the type, size and complexity of the incident.

### Responsibilities

1. Ensure safety and welfare of crew
2. Liaise with other units/crews to coordinate activities
3. Request, prepare, maintain, utilise and dispose of resources in accordance with procedures
4. Complete tasks in accordance with [procedures](#) and risk assessments in support of the [incident action plan](#) (IAP)

### Outputs

- Allocate tasks and supervise crew, including induction and training
- Complete tasks, including appropriate records and [photos](#)
- Maintain biosecurity and animal welfare
- Provide regular reports on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Provide input into operational planning
- Establish and maintain communication pathways

### Position criteria

1. Demonstrated ability in field skills, such as animal handling, maintaining biosecurity
2. Demonstrated ability to work effectively in a team, independently, and as a leader
3. Experience in operating in accordance with organisational WHS system
4. Demonstrated ability to conduct operational planning to support incident plans and policy
5. Ability to communicate (oral and written) information, advice and decisions
6. Sound interpersonal skills including conflict resolution and negotiation skills, and ability to task personnel



## Infected Premises Site Supervisor

Infected Premises Site Supervisor (IPSS) is responsible for operational activities on allocated premises, including inventory and valuation, destruction, disposal and decontamination, to reduce the risk of pests/disease spread.

### Responsibilities

1. Manage biosecurity activities (inventory, valuation, destruction, disposal and decontamination) on allocated premises including:
  - Developing and implementing operational plans
  - Ensuring activities comply with legal orders/permits, legislative requirements and policy
  - Tasking personnel including contractors
  - Liaising with site owner and/or manager
  - Ensuring site security and biosecurity
  - Managing resources including forecasting needs
  - Maintaining records include use of data collection/collation systems
  - Maintaining health, safety and well-being
2. Report on incident situation, operations progress, emerging risks and the status of resources

### Outputs

- Maintain the premises appropriate to the size and complexity of the activities required to control the disease/pest
- Develop and/or implement operational plans in support of the [incident action plan](#) (IAP)
- Liaise and cooperate with relevant people, sections, organisations and contractors
- Track and manage assigned resources
- Provide data and information for reports on activities conducted in support of the IAP
- Utilise systems to manage field data and information
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements

### Position criteria

1. Experience relevant to role, preferably experience in infected premises operations or similar
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. Experience in identification, assessment and treatment of risks, including work, health and safety
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

## Field Crew

Field Crew is responsible for conducting field activities in biosecurity, locust and natural disaster emergencies. Activities may include surveillance, destruction, disposal, decontamination, vaccination and vector control. Where additional skills, qualification and/or authorisations are required, refer to [Field Crew \(Vet\)](#), [Field Crew \(Movements\)](#) and [Locusts Field Crew](#) roles.

In smaller incidents Field Crew may be assigned more than one of these activities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Operations Coordinator, Manager or Officer.

### Responsibilities

1. Maintain safety, resources and records
2. Comply with incident plans, policies and procedures
3. Conduct and report on tasked field activities for one or more of the following activities:
  - a. Surveillance – observe, assess and record impact of pest, disease or disaster
  - b. Tracing – determine spread of disease/pest (may not be field role)
  - c. Destruction – destruction of biosecurity threat or impact from disaster
  - d. Disposal – removal of biosecurity threat or impact from disaster
  - e. Decontamination – cleaning to remove the biosecurity threat
  - f. Vaccination – delivery of vaccines/medicines to reduce the impact of disease
  - g. Vector control – remove vectors impacting on biosecurity
  - h. Evacuation sites – register and care for animals at an evacuation site
  - i. Any other field tasks required to meet the response objectives or support other field based response roles

### Outputs

- Complete tasks safely, including appropriate records and [photos](#)
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Ensure all animals receive required veterinary treatment
- Maintain biosecurity and animal welfare

### Position criteria

1. Demonstrated ability to work effectively in a team and independently
2. Experience in operating in accordance with organisational WHS system
3. Ability to communicate (oral and written) information and advice
4. Ability to understand and comply with instructions, procedures and workplace systems

## Field Crew (Vet)

Field Crew (Vet) is responsible for conducting field activities requiring veterinarian qualifications in biosecurity and natural disaster emergencies. Activities may include humane destruction of animals, assessment of animal welfare, assessing and sampling of animals (surveillance), treatment of disaster affected animals and vaccination. Refer to the [Air Surveillance Crew \(Animal Welfare\)](#) as additional skills are required.

### Responsibilities

1. Maintain safety, resources and records
2. Comply with incident plans, policies and procedures
3. Conduct and report on tasked field activities for one or more of the following activities:
  - a. Surveillance – observe, assess and record impact of pest, disease or disaster; collect samples from animals; collect epidemiological data; assess and report on animal welfare
  - b. Destruction – destruction of biosecurity threat or impact from disaster; assess and report on animal welfare during destruction activities
  - c. Vaccination – delivery of vaccines/medicines to reduce the impact of disease

### Outputs

- Complete tasks safely, including appropriate records and [photos](#)
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Ensure all animals receive required veterinary treatment
- Maintain biosecurity and animal welfare

### Position criteria

1. Qualified and registered as a veterinarian
2. Demonstrated ability to work effectively in a team and independently
3. Experience in operating in accordance with organisational WHS system
4. Ability to communicate (oral and written) information and advice
5. Ability to understand and comply with instructions, procedures and workplace systems

## Field Crew (Movements)

Field Crew (Movements) require authorisation under the relevant legislation for biosecurity emergencies to maintain security, minimising the spread of disease/pests. Activities may include issue of permits and orders, field patrols, infected premises security and check points.

In smaller incidents Field Crew (Movements) may be assigned more than one of these activities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Movements Coordinator or Manager.

### Responsibilities

1. Maintain safety, resources and records
2. Comply with incident plans, policies and procedures
3. Conduct and report on tasked field activities for one or more of the following activities:
  - a. permits and orders – issued under the relevant legislation
  - b. infected premises security – maintain security at designated sites
  - c. field patrols – maintain security on routes and temporary sites
  - d. check points – maintain security around designated areas

### Outputs

- Complete tasks safely, including appropriate records and [photos](#)
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Maintain biosecurity and animal welfare

### Position criteria

1. Authorised under the *Biosecurity Act 2015*
2. Demonstrated ability to work effectively in a team and independently
3. Experience in operating in accordance with organisational WHS system
4. Ability to communicate (oral and written) information and advice
5. Ability to understand and comply with instructions, procedures and workplace systems

## Locusts Field Crew

Locusts Field Crew is responsible for conducting field activities in locust responses and may require authorisation under the relevant legislation to conduct some activities. Refer to the [Air Surveillance Crew \(Locusts\)](#) as additional skills are required for aerial control.

Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Surveillance Coordinator, Operations Manager (ND) or Operations Officer.

### Responsibilities

1. Maintain safety, resources and records
2. Comply with incident plans, policies and procedures
3. Conduct and report on tasked field activities for one or more of the following activities:
  - a. [Surveillance and reporting](#)
  - b. [Ground control](#)
  - c. [Insecticide management](#)

### Outputs

- Complete tasks safely, including appropriate records and [photos](#)
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Maintain biosecurity

### Position criteria

1. Authorised under the *Biosecurity Act 2015*
2. Current chemical handling certificate (minimum Level 3)
3. Demonstrated ability to work effectively in a team and independently
4. Experience in operating in accordance with organisational WHS system
5. Ability to communicate (oral and written) information and advice
6. Ability to understand and comply with instructions, procedures and workplace systems

## Air Surveillance Crew (Locusts)

Air Surveillance Crew (Locusts) is responsible for observing and recording locust distribution to enable planning for control and providing information to landholders and the community.

### Responsibilities

1. Undertake air surveillance in accordance with [procedures](#) and [task profiles](#)
2. Maintain safety, resources and records
3. Knowledge of PPE requirements as detailed in relevant task profile and have access to required PPE

### Outputs

- Complete tasks safely, including appropriate records and [photos](#)
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries

### Position criteria

1. Good working knowledge of aircraft operations, including an understanding of flight paths and flight planning
2. Ability to identify locusts, bands and swarms
3. Ability to operate in the aircraft cockpit environment, and read and interpret maps including application of GIS and GPS
4. Ability to operate mobile mapping applications to record flight path, locusts bands and spray target data
5. Current qualification/training according to the relevant task profile, for example:
  - Crew Resource Management
  - Work Safely Around Aircraft
  - HUET (optional)
6. Demonstrated ability to work effectively in a team and independently
7. Experience in operating in accordance with organisational WHS system
8. Ability to communicate (oral and written) information and advice
9. Ability to understand and comply with instructions, procedures, task profiles and workplace systems

## Air Surveillance Crew (Animal Welfare)

Air Surveillance Officer (Animal Welfare) is responsible for observing, assessing and reporting animal welfare in natural disasters.

### Responsibilities

1. Undertake air surveillance in accordance with procedures and task profiles
2. Maintain safety, resources and records
3. Knowledge of PPE requirements as detailed in relevant task profile and have access to required PPE

### Outputs

- Complete tasks safely, including appropriate records and [photos](#)
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries

### Position criteria

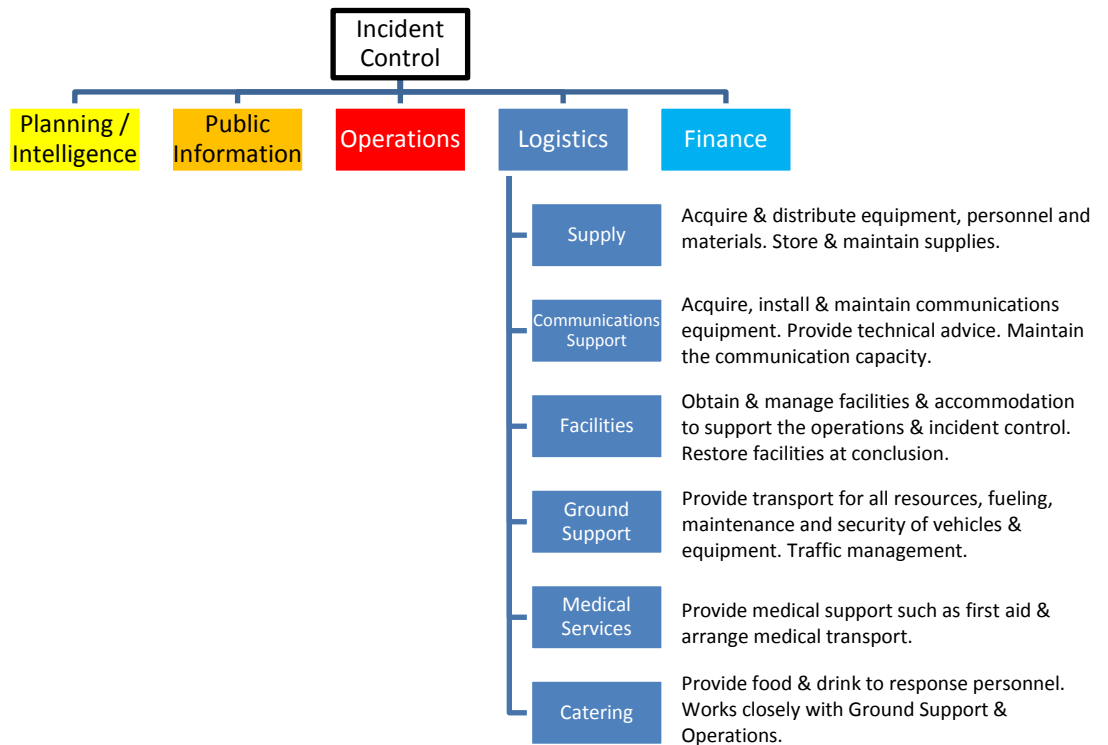
1. Good working knowledge of aircraft operations, including an understanding of flight paths and flight planning
2. Ability to assess animal welfare
3. Ability to operate in the aircraft cockpit environment, and read and interpret maps including application of GIS and GPS
4. Ability to operate mobile mapping applications to record flight path, locusts bands and spray target data
5. Current qualification/training according to the relevant task profile, for example:
  - Crew Resource Management
  - Work Safely around Aircraft
  - HUET (optional)
6. Demonstrated ability to work effectively in a team and independently
7. Experience in operating in accordance with organisational WHS system
8. Ability to communicate (oral and written) information and advice
9. Ability to understand and comply with instructions, procedures, task profiles and workplace systems

## Logistics

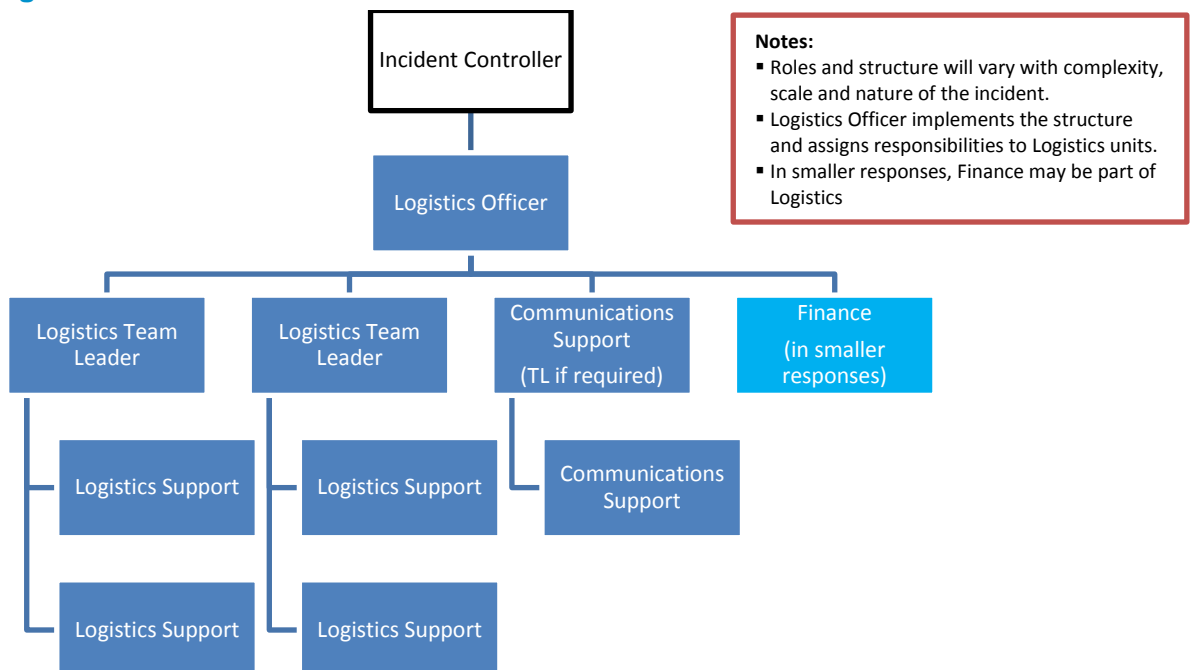
The logistics function provides support for control of the incident through the obtaining and maintaining of human and physical resources, facilities, services and materials.

Logistics and Finance functions are closely linked. For more complex incidents, a separate Finance section may be formed. For smaller incidents, the finance unit may be part of the Logistics function.

**Chart 9: Logistics function structure**



**Chart 10: Logistics roles and structure**





## Logistics Officer

Logistics Officer is part of the Incident Management Team (IMT) and leads the logistics function to provide support for control of the incident through the obtaining and maintaining of human and physical resources, facilities, services and materials.

### Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Logistics function
2. Organisation and provision of human and physical resources, facilities, services and materials
3. Provide support and control for the demobilisation of equipment and services

### Outputs

- Maintain the Logistics function appropriate to the size and complexity of the incident
- Develop a Logistics plan for inclusion in the [incident action plan](#) (IAP), including forecasting needs
- Provide advice to the IMT based on provision of services and resources
- Ensure the provision of facilities and services, personnel management, catering, transport, accommodation, equipment and supplies
- Provide advice on appropriate communication, distribution and implementation methods
- Liaise with government agencies, participating and supporting agencies and others as required to secure resources
- Implement and maintain systems to support and service the resource requirements of the response (WHS, finance, contract management, IT, procurement, induction)
- Develop and implement the Demobilisation Plan

### Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, procurement or resource management.
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 and experience in liaising with other organisations.
6. High level resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative and flexibility are required.

## Logistics Team Leader

Logistics Team Leader role is responsible for leading a team within the Logistics function to deliver services and resources in support of the Logistics Officer and the response objectives. Specific responsibilities will vary with the complexity, scale and nature of the incident, and generally cover one or more responsibilities listed below.

Team Leader role includes:

- Obtaining briefings from Logistics Officer
- Brief, debrief, supervise and allocate tasks to team members
- Ensure safety and welfare of team members
- Ensure tasks are completed, including appropriate records
- Report on team activities

### Responsibilities

1. Implement and ensure the maintenance of the [task request](#), procurement and supply systems for equipment, personnel and materials, including the administration and termination of supplier contracts
2. Provide, maintain and demobilise facilities (e.g. [control centres](#)) to meet operational requirements
3. Provision of transport, including [motor vehicle usage](#), fuelling, maintenance and security of vehicles and equipment
4. Ensure a safe work environment is established and maintained, including providing medical support
5. Manage [catering](#) and [accommodation](#) for response personnel

### Outputs

- Ensure the purchase, acquisition, storage, deployment and security of equipment and materials is sufficient to meet response objectives
- Systems implemented and maintained to record logistics activities, including supplier registers
- Evaluation of the adequacy of procurement and supply and implementation of solutions to address deficiencies
- Provide timely updates and reports
- Liaise with government, external and local suppliers
- Procurement and contracts managed in accordance with department policies, including contingent labour personnel
- Contribute to the demobilisation plan and develop a specific plan for the management of procured goods during demobilisation

### Position criteria

1. Substantial experience relevant to role, preferably experience in government procurement or stores management, personnel recruitment, personnel support, payroll, contract management or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
4. Ability to communicate information, advice and decisions to all parts of the organisation.
5. Resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure.

## Logistics Support

Logistics Support role is responsible for obtaining and maintaining human and physical resources, facilities, services and materials in support of the Logistics Officer and to meet response objectives. Specific responsibilities will vary with the complexity, scale and nature of the incident.

### Responsibilities

1. Maintain the [task request](#), procurement and supply systems for equipment, personnel and materials, including the administration and termination of supplier contracts
2. Assist in the provision, maintenance and demobilisation of facilities (e.g. [control centres](#)) to meet operational requirements
3. Assist in the provision of transport, including [motor vehicle usage](#), fuelling, maintenance and security of vehicles and equipment
4. Maintain a safe work environment, including providing medical support
5. Supply [catering](#) and [accommodation](#) for response personnel

### Outputs

- Purchase, acquisition, storage, deployment and security of equipment and materials is sufficient to meet response objectives
- Personnel [inducted](#) and [rostered](#) according to [recruiting personnel policy](#) and [working arrangements policy](#)
- Systems maintained to record logistics activities, including supplier registers
- Adequacy of procurement and supply evaluated and solutions implemented to address deficiencies
- Provision of timely updates and reports
- Liaise with government, external and local suppliers
- Procurement and contracts managed in accordance with department policies, including contingent labour personnel
- Contribute to the demobilisation plan and specific plan for the management of procured goods during demobilisation

### Position criteria

1. Experience in government procurement, stores management, personnel recruitment, corporate record management, personnel support, payroll or similar.
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.
4. Ability to communicate information, advice and decisions.

## Communications Support

Communications Support is responsible for the acquisition, installation and maintenance of communication equipment (voice and data) and capacity, and the provision of technical advice.

Where a team leader is appointed, Team Leader responsibilities include:

- Obtaining briefings from Logistics Officer
- Brief, debrief, supervise and allocate tasks to team members
- Ensure safety and welfare of team members
- Ensure tasks are completed, including appropriate records
- Report on team activities

### Responsibilities

1. Acquisition, installation and maintenance of communications equipment to support the incident
2. Maintain communications capacity for the incident
3. Provision of technical advice regarding communications

### Outputs

- Communications resources (detail below) identified, deployed and installed
- Maintenance and upgrades of voice and data information services
- Register for deployed assets, including software licences
- Management of accounts for hardware provided eg mobile phones
- Training for ICT systems provided
- Response data backed up regularly
- Critical information services have redundancy options implemented
- ICT help and support services available to response personnel
- Assist the Planning function in producing a Communications Plan
- Demobilisation plan for ICT Services

### Position criteria

1. Knowledge and experience of information services, including arranging hardware, installing software and establishing new networks and systems to support the response, department information service policies and practices, coordination of service providers and safety procedures for information services and equipment.
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.
4. Resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative and flexibility are required.

Communication resources include:

- Radio equipment
- Telephone (fixed and mobile) and fax services
- Computing systems including laptops, desktop computers, tablets, mobile phones, internet, email, storage, network, software, system security

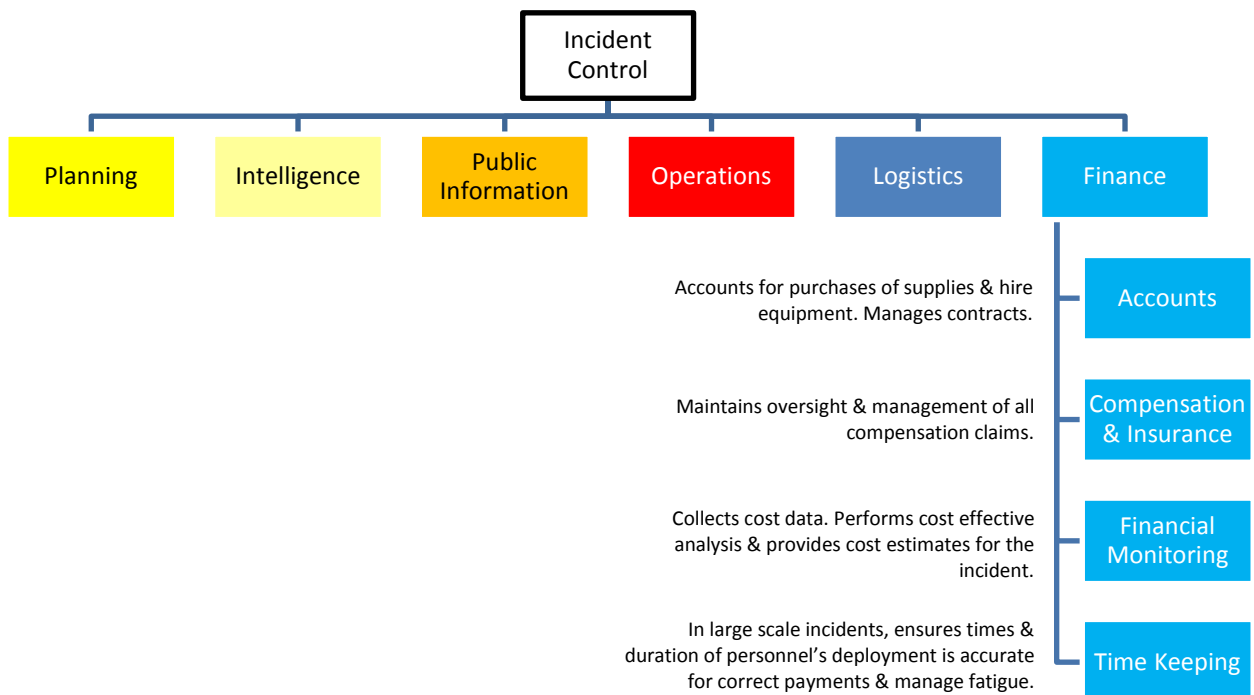
## Finance

The Finance function provides support for the control of the incident through management of:

- Contracts and procurement
- Account payments and accounting records
- Compensation and insurance claims
- Time records for personnel deployed to the incident

The Incident Controller may determine that the complexity, scale or nature of the incident requires the Finance function to be separate to the Logistics function.

**Chart 11: Finance function structure**



## Finance Officer

Finance Officer is part of the Incident Management Team (IMT) and leads the finance function to manage contracts, procurement, account payments, accounting records, compensation and insurance claims, and time records for personnel deployed to the incident. In smaller incidents the Finance Officer may lead the Finance Unit in the Logistics function and support the Logistics Officer.

### Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Finance function
2. Manage contracts and payment of accounts
3. Monitor and report on financial summary information (forecast, estimated and actual) including financial risk information
4. Provide cost analysis on control operations and alternatives
5. Manage insurance and compensation issues

### Outputs

- Maintain the Finance function appropriate to the size and complexity of the incident
- Develop a Finance plan for inclusion in the [incident action plan](#) (IAP), including forecasting expenditure and identifying financial risks
- Provide reports on finance matters
- Implement and maintain financial systems to support and service the resource requirements of the response
- Monitor compliance to delegations (financial and non-financial) and implement solutions to rectify deficiencies
- Ensure efficient reconciliation of payments, acquittal of funds, and finalisation and archiving of records
- Secure contracts for required personnel, resources or services
- Ensure formal handover of records management and finance matters to departmental staff following demobilisation

### Position criteria

1. Sound knowledge of department's finance and administration systems and experience in managing contracts, finance, procurement, and records management.
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, delegation skills and ability to brief/debrief personnel.
5. High level organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative and flexibility are required.

## Finance Support

Finance Support role is responsible for contracts, procurement, account payments, accounting records, compensation and insurance claims, and time records for personnel deployed to the incident in support of the Finance Officer and to meet response objectives. Specific responsibilities will vary with the complexity, scale and nature of the incident.

### Responsibilities

1. Receive and process accounts in accordance with organisational policies and procedures
2. Maintenance of data in financial systems including timesheets
3. Contribute to development and implementation of finance and administration plans to support incident management strategies.
4. Administration of contracts and procurement services
5. Provide routine financial and administrative reporting
6. Provide input into forecasting financial and administrative resource needs to support operational strategies and objectives
7. Process compensation and insurance payments

### Outputs

- Response budget costings and estimates provided
- Financial reports provided routinely or on request
- System for capture of all finance records implemented and maintained
- Accounts payable managed
- [Timesheets](#) monitored for accuracy and compliance to working arrangements and timely and correct payment received
- Quotes and purchase orders arranged as required
- Authorised payments arranged and register of payments maintained
- Compensation and insurance claims processed
- Demobilisation plan to ensure smooth handover of financial data and outstanding payments to departmental finance teams

### Position criteria

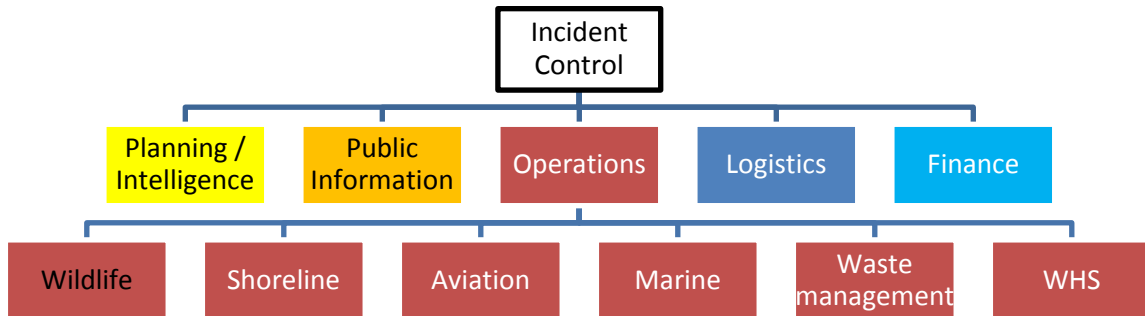
1. Sound knowledge of the department's finance systems, policies, procedures and software and an understanding of any applicable cost-sharing agreements and their financial reporting requirements.
2. Preferably experience in accounts payable, payroll or similar.
3. Demonstrated ability to work effectively in a team and independently.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
5. Ability to communicate information, advice and decisions.

## Marine Pollution Response

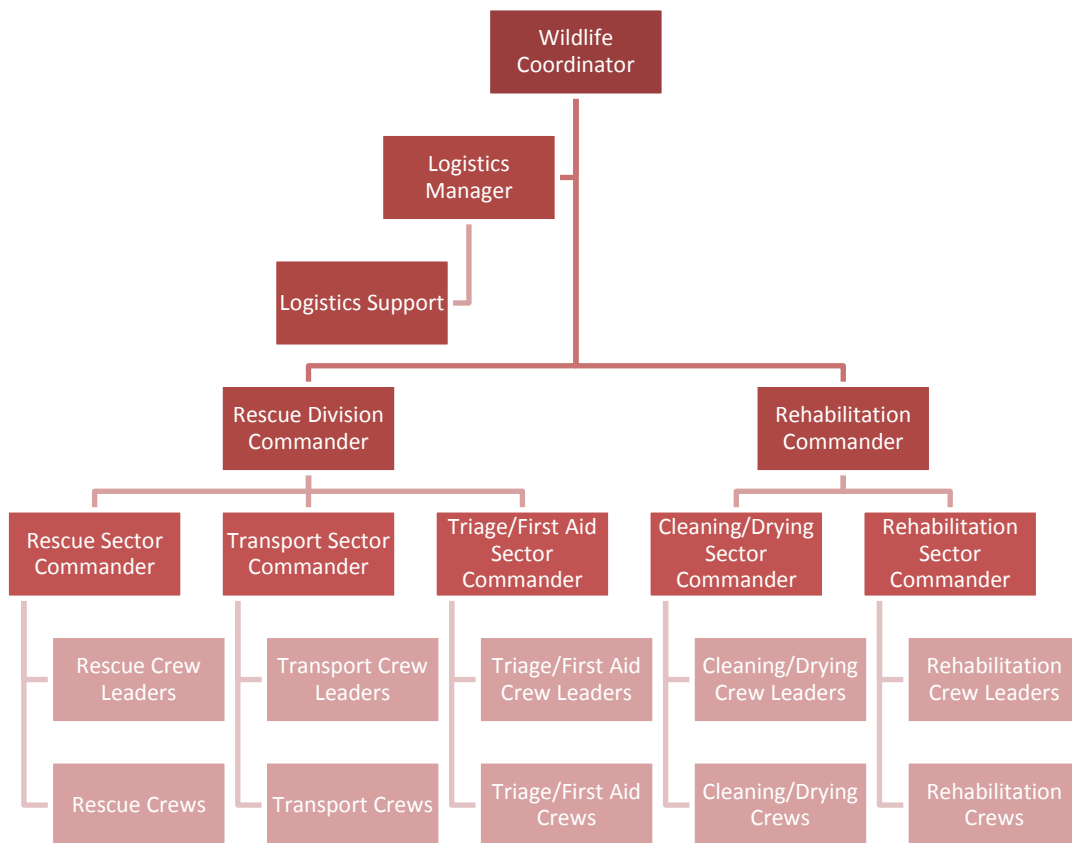
Agricultural and Animal Services Functional Area is responsible for animals in a marine pollution incident and coordinates the roles within the Wildlife Unit in the Operations function. The [Wildlife Coordinator](#) leads the Wildlife Unit.

Roles other than those in the Wildlife Unit are the responsibility of the combat agency.

**Chart 12: Operations function in marine pollution response**



**Chart 13: Wildlife Unit in a marine pollution response**





## Oiled Wildlife Coordinator

Oiled Wildlife Coordinator reports to the Operations Officer and leads the Wildlife Unit to humanely treat animals in marine pollution responses by coordinating establishment of treatment centres, and assessing, protecting (prevention of oiling), capturing, transporting, treating and rehabilitating affected animals.

### Responsibilities

1. Participate in meetings, representing and managing the Wildlife Unit
2. Ensure provision of humane treatment and care to affected animals
3. Plan and coordinate wildlife operations, including determining tactics to implement the wildlife strategies to achieve the objectives of the Incident Action Plan (IAP)
4. Establish and maintain the required [wildlife treatment facilities](#) and infrastructure for the response
5. Report on the implementation of plans and strategies, including emerging risks, resource status and costs
6. Coordination and allocation of resources including [scaling down](#) and ending operations

### Outputs

- Maintain the Wildlife Unit appropriate to the size and complexity of the incident
- Ensure provision of timely and humane treatment and care to affected animals
- Establish, maintain and actively monitor safety and well-being of personnel
- Coordinate field operations for the hazing, rescue, rehabilitation and release of affected wildlife
- Liaise extensively and regularly with other functions/units and agencies (through Liaison Officers), ensuring the effective and safe use of resources
- Ensure records and information are maintained, especially for wildlife, safety and costs
- Communicate and provide updates to the Response Media Liaison Officer on wildlife issues

### Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, management of emergency operations, planning experience or similar.
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.

## Oiled Wildlife Divisional Commander

Oiled Wildlife Divisional Commander is responsible for coordinating the initial rescue and treatment of animals or the more intensive treatment and rehabilitation of animals, or both in smaller incidents. Specific responsibilities will vary depending with the size and complexity of the incident.

### Responsibilities

1. Coordinate field activities to assist impacted animals in accordance with policies, procedures and plans
2. Manage wildlife treatment facilities, rehabilitation infrastructure and resources required for the response
3. Report on incident situation, operations progress, emerging risks and the status of resources
4. Maintain health and safety of personnel

### Outputs

- Coordinate field activities including [pre-emptive action](#), [rescue](#), [first-aid](#), [transport](#), [cleaning](#), [rehabilitation](#) and [release](#) of wildlife
- Establish and manage infrastructure, [facilities](#) and resources
- Ensure that all personnel, including specialists, have been registered, briefed and provided with onsite induction and training, in line with combat agency registration and safety induction processes
- Ensure tactics are consistent with the strategies approved in the IAP and provide input into the review of strategies as required
- Report on activities and manage records
- Ensure collection of appropriate information for the Investigation Unit (if this has been requested by the Environmental Services Coordinator)
- Coordinate [scaling back and demobilisation](#) of wildlife treatment facilities, in consultation with the Wildlife Coordinator and the Rehabilitation Divisional Commander

### Position criteria

1. Experience relevant to role, including experience in team leadership, management of emergency operations, planning experience or similar.
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.

## Oiled Wildlife Sector Commander

Oiled Wildlife Sector Commander is responsible for coordinating the search and rescue, first-aid treatment, transport, cleaning and drying or rehabilitation of animals. In smaller incidents Sector Commanders may be assigned more than one of these responsibilities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Wildlife Coordinator and/or the Divisional Commander(s).

### Responsibilities

1. Manage the sector's assigned responsibilities including tasking, resources, operational planning, records and safety for one or more of the following sectors:
  - **Search and rescue** – finding, recovering and delivering injured wildlife to the first aid facility, and/or the hazing, capture and relocation of wildlife
  - **Triage and first-aid** – initial assessment and treatment of each rescued animal
  - **Transport** – transporting affected wildlife between rescue sites, triage/first aid locations, cleaning/drying facilities, rehabilitation facilities, and release/disposal sites
  - **Cleaning and drying** – cleaning affected animals as quickly and efficiently as possible causing minimum stress to the animal
  - **Rehabilitation** - responsible for providing animals with the required food, water and shelter and other conditions required for their recovery and eventual release
2. Report on incident situation, operations progress, emerging risks and the status of resources

### Outputs

- Maintain the sector appropriate to the size and complexity of the incident
- Manage field crews, including induction, training, safety, briefing and debriefing, to complete tasks in support of the Incident Action Plan (IAP) objectives and strategies
- Identify, source and manage resources in conjunction with Logistics
- Liaise and coordinate activities with other Sector Commanders and the Shoreline Unit
- Provision of information for situation reports

### Position criteria

1. Experience relevant to role, including experience in operational planning, emergency operations or similar
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. Ability to communicate (oral and written) information, advice and decisions
5. Sound interpersonal skills including conflict resolution and negotiation skills, and ability to brief/debrief personnel
6. Awareness of relevant animal handling techniques and treatment required

## Oiled Wildlife Crew Leader

Oiled Wildlife Crew Leader is responsible for leading and supervising field crews to rescue, provide first-aid treatment, transport, clean and dry or rehabilitate animals. In smaller incidents Crew Leaders may be assigned more than one of these responsibilities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Wildlife Coordinator and/or the Divisional Commander(s) and/or Sector Commander(s).

### Responsibilities

1. Ensure safety and welfare of crew
2. Liaise with other sectors/crews to coordinate activities and maintain animal welfare
3. Request, prepare, maintain, utilise and dispose of resources in accordance with procedures
4. Complete tasks in accordance with procedures ([search and rescue](#), [triage and first-aid](#), [transport](#), [cleaning and drying](#), [rehabilitation](#)), and risk assessments in support of the Incident Action Plan (IAP)

### Outputs

- Allocate tasks and supervise crew, including induction and training
- Complete tasks, including appropriate records and photos
- Provide regular reports on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Provide input into operational planning
- Ensure all animals receive required veterinary treatment
- Establish and maintain communication pathways

### Position criteria

1. Demonstrated ability in appropriate animal handling techniques
2. Demonstrated ability to work effectively in a team, independently, and as a leader
3. Experience in operating in accordance with organisational WHS system
4. Demonstrated ability to conduct operational planning to support incident plans and policy
5. Ability to communicate (oral and written) information, advice and decisions
6. Sound interpersonal skills including conflict resolution and negotiation skills, and ability to task personnel

## Oiled Wildlife Field Crew

Oiled Wildlife Field Crew is responsible for conducting field activities to rescue, provide first-aid treatment, transport, clean and dry or rehabilitate animals. In smaller incidents Crew may be assigned more than one of these responsibilities. Specific responsibilities will vary depending with the size and complexity of the incident, and will be determined by the Wildlife Coordinator and/or the Divisional Commander(s) and/or Sector Commander(s) and/or Crew Leaders.

### Responsibilities

1. Maintain safety, resources and records
2. Comply with incident plans, policies and procedures
3. Conduct tasked field activities for one or more of the following sectors:
  - **Search and rescue** - Search assigned areas for affected wildlife, undertake pre-emptive activities (including hazing and capture/removal), liaise with Shoreline Clean-up Crews, capture and label affected animals in preparation for transport to the triage/first aid facility
  - **Triage** - Assess the condition of each animal rescued, prioritise animals for treatment, arrange euthanasia of animals if required, record required information for each animal on *Wildlife Rescue and Release Form*, and uniquely and securely identify each animal, eg tag
  - **First aid** - Administer first aid as determined by the Triage Crew, maintain records of Barbiturate or other drugs used, prepare wildlife for transport, monitor condition of wildlife prior to transport, brief transport crews, record the first aid regime on the *Wildlife Rescue and Release Form*, and ensure identity tag is securely attached
  - **Transport** - Transport animals between designated sites
  - **Cleaning and drying** – Clean and dry each animal as required, seek further veterinary assessment and/or treatment where necessary, liaise with others sectors/crews to maintain animal welfare and coordinate activities, ensure accurate records of each animal are maintained, and ensure all animals remain tagged and clearly identified
  - **Rehabilitation** - Ensure all animals receive required veterinary treatment, manage facilities to provide adequate care for rehabilitating animals, maintain accurate records of all animals in rehabilitation, ensure all animals are adequately tagged for easy identification, and care for and monitor all rehabilitated wildlife

### Outputs

- Complete tasks safely, including appropriate records and photos
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries
- Ensure all animals receive required veterinary treatment

### Position criteria

1. Demonstrated ability in appropriate animal handling techniques
2. Demonstrated ability to work effectively in a team and independently
3. Experience in operating in accordance with organisational WHS system
4. Ability to communicate (oral and written) information and advice
5. Ability to understand and comply with instructions, procedures and workplace systems

## Oiled Wildlife Logistics Manager

Oiled Wildlife Logistic Manager provides specialist logistics support to the Wildlife Unit by obtaining and maintaining human and physical resources, facilities, services and materials to support the humane treatment of animals in marine pollution responses, in conjunction with the combat agency Logistics section.

### Responsibilities

1. Participation in the planning for the Wildlife Unit
2. Manage logistics personnel in the Wildlife Unit
3. Organisation and provision of human and physical resources, facilities, services and materials
4. Provide support and control for the demobilisation of equipment and services

### Outputs

- Maintain the Logistics for the Wildlife Unit appropriate to the size and complexity of the incident
- Provide input into the Wildlife Unit section action plan, including forecasting needs
- Ensure the provision of facilities and services, personnel management, catering, transport, accommodation, waste services, equipment and supplies, in conjunction with the response Logistics section
- Provide advice on appropriate communication, distribution and implementation methods
- Liaise with government agencies, participating and supporting agencies and others as required to secure resources
- Implement and maintain systems to support and service the resource requirements of the wildlife Unit (WHS, finance, contract management, IT, procurement, induction)
- Assist development and implementation of the Demobilisation Plan

### Position criteria

1. High level procurement or resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative and flexibility are required.
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 task personnel
5. Ability and experience in liaising with other organisations