EMERGENCY MANAGEMENT | PROGRAM NAME

# DPI emergency response roles – Logistics and Finance

# Contents

# 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

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                                    Incident Control
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**Planning**
- Plans
- Resources
- Communications Planning
- Management Support

**Intelligence**
- Situation & Analysis
- Modelling & Predictions
- Technical Advice
- Mapping

**Public Information**
- Media
- Community Liaison
- Information & Warnings

**Operations**

Infected Premises Operations
- Site Supervisors
  - Field crews

Movements
- Permits
- Orders
- Mobile security
  - Field crews

Investigations
- Tracing
- Surveillance
  - Field crews

**Logistics**
- Supply
- Communications Support
- Facilities
- Ground Support
- Medical Services
- Catering

**Finance**
- Accounts
- Compensation & Insurance
- Financial Monitoring
- Time Keeping

# 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.
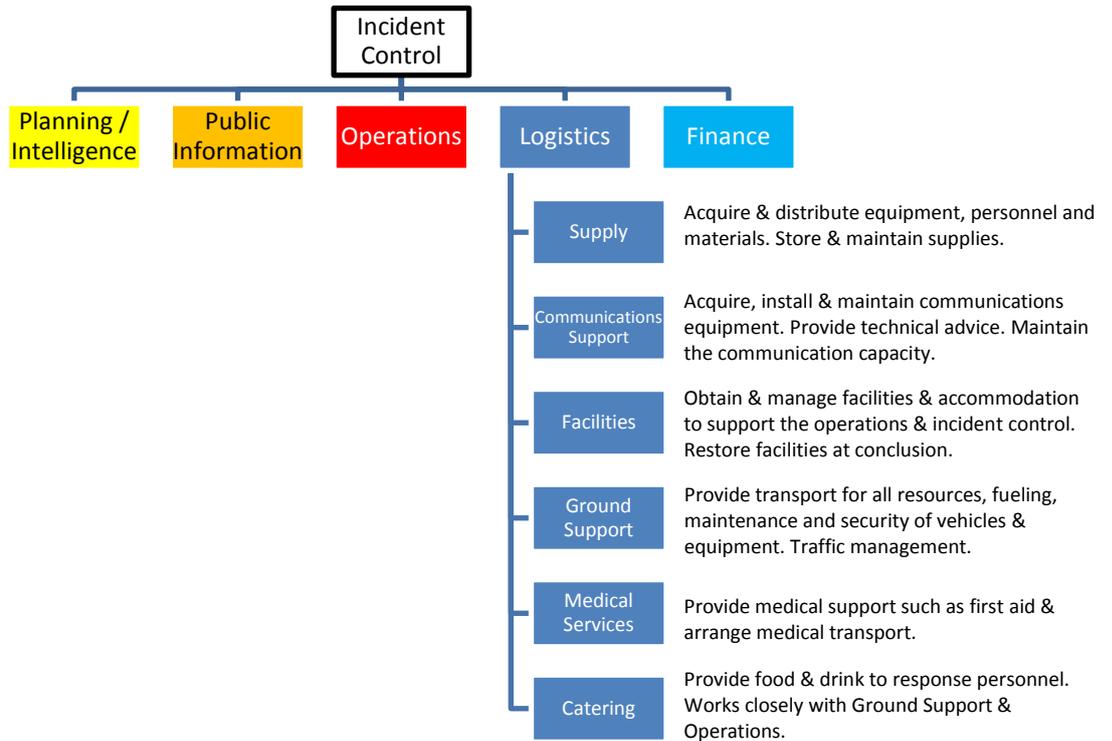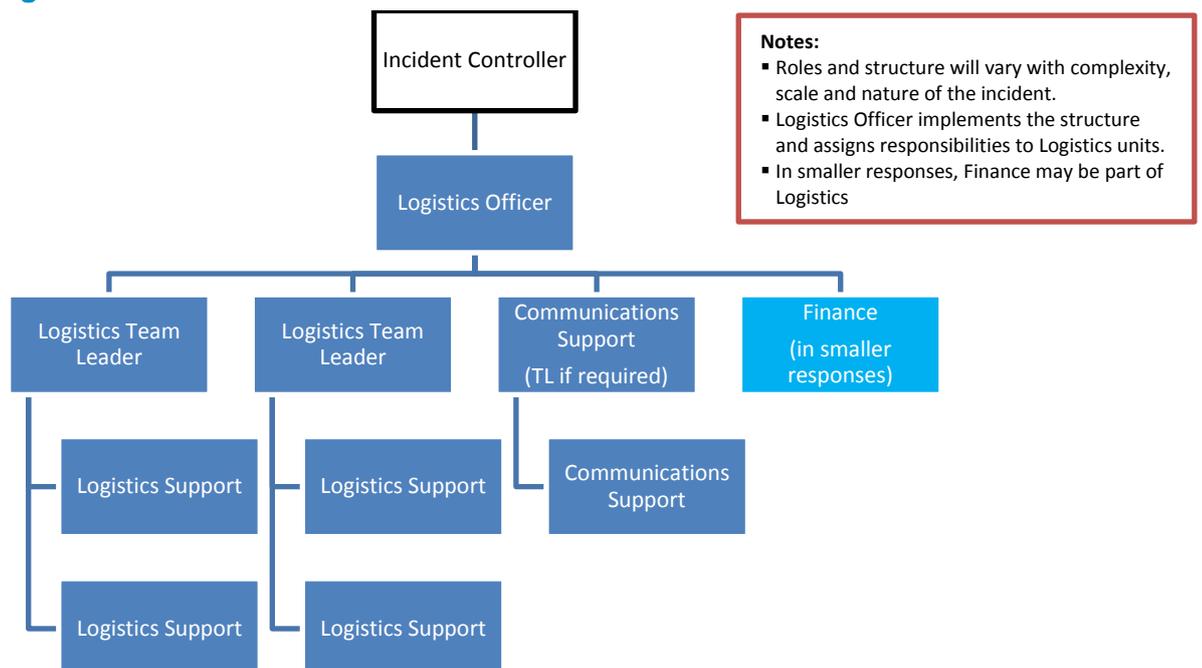
## Chart 9: Logistics function structure

Incident Control

- Planning / Intelligence
- Public Information
- Operations
- Logistics
- Finance

| Unit | Description |
| --- | --- |
| Supply | Acquire & distribute equipment, personnel and materials. Store & maintain supplies. |
| Communications Support | Acquire, install & maintain communications equipment. Provide technical advice. Maintain the communication capacity. |
| Facilities | Obtain & manage facilities & accommodation to support the operations & incident control. Restore facilities at conclusion. |
| Ground Support | Provide transport for all resources, fueling, maintenance and security of vehicles & equipment. Traffic management. |
| Medical Services | Provide medical support such as first aid & arrange medical transport. |
| Catering | Provide food & drink to response personnel. Works closely with Ground Support & Operations. |

## Chart 10: Logistics roles and structure

Incident Controller

Logistics Officer

- Logistics Team Leader
  - Logistics Support
  - Logistics Support
- Logistics Team Leader
  - Logistics Support
  - Logistics Support
- Communications Support (TL if required)
  - Communications Support
- Finance (in smaller responses)

**Notes:**
- Roles and structure will vary with complexity, scale and nature of the incident.
- Logistics Officer implements the structure and assigns responsibilities to Logistics units.
- In smaller responses, Finance may be part of Logistics

## 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
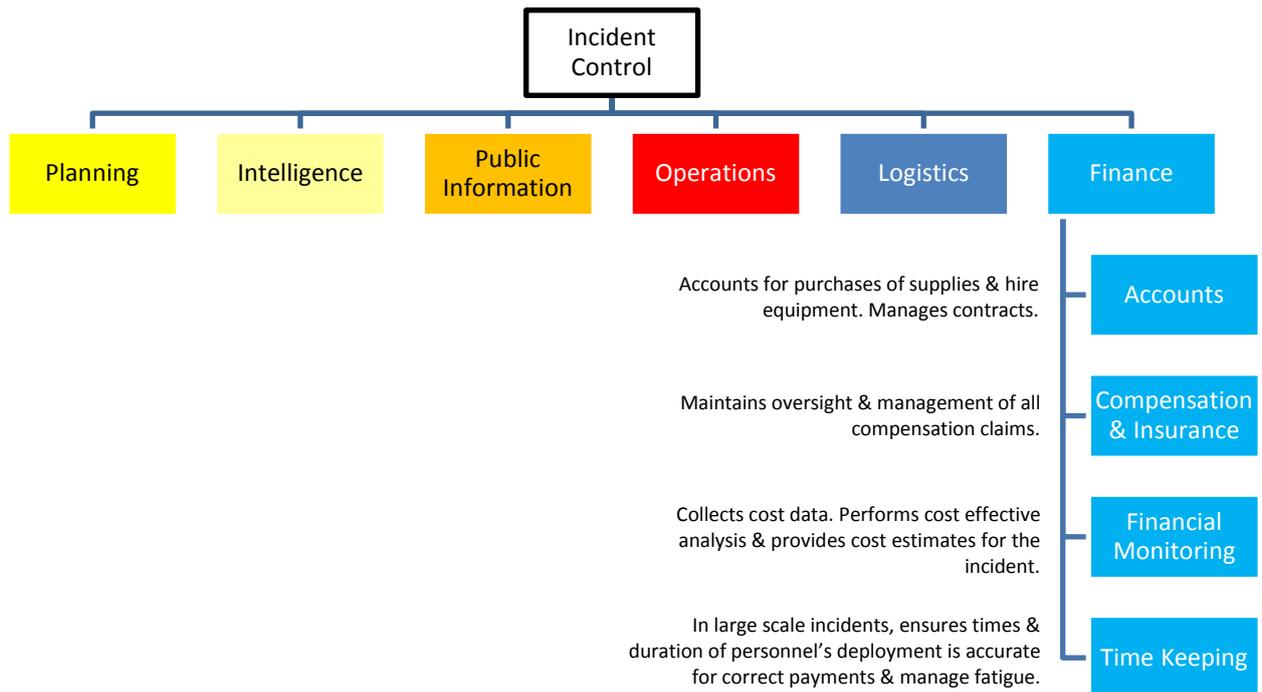
# Finance

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.