Managing the threat – effective incident management organising

Research Advisory Forum
Hobart
23 – 24 May 2012

Liam Fogarty
ACO DSE.
The program today

Emergency organising above the IMT.
12 months since the QLD RAF.

Good Progress:

• Organisational and individual surveys to define issues and challenges,
• Assessment of secondary sources to better identify common root causes,
• Understanding the nature of breakdowns,
• Understanding human factors
• Network analysis.

New means of user engagement – A WIKI

A loaded question: How do we (the industry) leverage knowledge for meaningful and lasting change?
A snap shot of why we are doing this research

Some issues and challenges for emergency organisation from Lee Johnson* (Commissioner QFRS) last week:

- We need to:
  - invest in leadership and strategic planning
  - strengthen relationships and ability to influence
  - understand and work toward community expectations – not just focussing on event impacts, but also downstream issues.
  - give information, communication and warning an equal focus to response
  - better sense and more actively adapt to changes of context
  - look to military model to strengthen support in logistics,
  - invest in stronger planning at state and regional levels,
  - balance the demands of the technology interface – gathering data and information becoming a large drain on capability,
  - focus our culture on need the need for teams, trust and
  - look after our people during major events – includes personal fatigue,
  - build off our strengths – we do lots of things well.

* Key points from Researcher Meeting hosted at QFRS last week and gleaned a conversation between myself and C Owen.
A White Paper

- Strategic direction where change - often step change - is needed.
- Focus on areas:
  - that are complex and involve some or all of seemingly intractable (or wicked) issues, competing views and agenda’s, and
  - policies and practices that are perceived as being based on more dogma than openness and improvement,
  - present significant risk to government and communities
- Often include, or are supported by a definitive and concise summary of current and relevant knowledge
- Signal policy directions supported by high levels strategies and investment priorities
Green Paper

- Solicit views on issues and opportunities associated with current and proposed policies, priorities and supporting strategy options.
- Are more open ended and aim to synthesise issues and opportunities.
Scope of the EM Organising WP?

• Scope of an emergency organising white paper:
  • What are the common issues and challenges (summarise from Green Paper and this project),
  • What is the state of knowledge (this project)
  • How can agencies involved in preparing for, responding too, and recovering from major emergency events more effectively:
    ▪ understand the nature and extent of the threat, make sense of dynamic and uncertain circumstances,
    ▪ set directions and communicate what they know to guide or harness the combined capabilities and actions of agencies, organisations and individuals
  • What are leadership and capability needs
  • How do we understand, meet (and manage) community expectations
    • What are the common supporting legislation and doctrine
    • How do we get their – high level priorities and strategies
• Do we want to do this? Or focus on a knowledge WP?
• Do we build off AFAC AIIMS and Doctrinal Processes?