

- Planning, tasking and execution
- Identifying resource needs
- Engagement and relationships
- Set up and manage the Operations team

Classification 1
2
3

Incident Level (I)

- Understand the Controllers intent and objectives (if this a separate role) as well as broader direction of the response ●
- Contribute to the development of the Action Plan ●
- Follow SOP/procedures where these are in place ●
- Determine the best way to achieve the objectives ●
- Identify what resources are required and work with Logistics to identify what is immediately available ●
- Task people with immediate and obvious actions including setting parameters, "what ifs", locations, boundaries etc. ●
- Liaise and share information with other responding agencies as they come on board, identify what their capabilities are and task them ●
- Confirm that people understand what is expected of them ●
- Set timings and expectation through the briefing process ●
- Watch to ensure actions are coordinated and aligned with the plan ●
- Monitor and check in regularly – adjust as required, increase or decrease resource or activities ●

● Implement more formal monitoring and tracking of actions once there is a formal Action Plan in place ●

● Seek detailed information (Intelligence) to assist with current resource planning and future resource needs ●

● Begin to anticipate and pre-plan what resources may be necessary on a longer time horizon ●

A larger, complex and/or long-term response at Incident level requiring significant planning may move into the tasks identified at Local level

Classification 1
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Local Level (L)

- Determine the skills, knowledge and capacity required in the Operations team ●
- Ensure team understands the response objectives, their role, expectations and the relationships they require, oversee and track team performance ●
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team ●
- Identify where there is existing planning that can be built on ●
- Contribute to the development of the Action Plan ●
- Build a realistic assessment of available resources, capacity and capability and understand where escalation is needed in order to implement the Action Plan ●
- Manage requests for resources, assess if these are aligned with the AP and if there is capacity, then work with Logistics on timelines and delivery ●
- Task across functions, co-ordinate activities to minimise gaps and duplication of effort ●
- Make assessment of local resources, capability and capacity (including the training and experience level of volunteers and contractors) and factor this in to planning and tasking ●
- Task and manage the activities of community groups and volunteers in alignment with the Action Plan and the H&S Act 2015 ●
- Ensure everyone is working from the same information base ●
- Engage with stakeholders/agencies/Councils to task them, identify their objectives and determine how these can be met alongside response objectives ●
- Implement a schedule of regular meeting / briefing / engagements with stakeholders / agencies / Councils to monitor, provide feedback, problem-solve and negotiate solutions ●
- Ensure Support Agency Representative relationships are operating effectively to ensure information flow ●
- Ensure all procedures are followed in relation to documenting all decisions, actions, financial delegations etc. ●
- Escalate issues that cannot be resolved across Operations functions to the Controller for resolution at that level ●
- Manage Operations interface between Local/Regional levels, ensuring different points of view are aligned, information is shared, activities are co-ordinated, and escalation takes place when indicated ●
- Put systems in place that allow for reporting on status in real time ●
- Manage the reporting process via SitReps, setting a consistent format and enabling functions to report back in a consistent way and in accordance with time schedule ●

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Regional Level (R)

Builds on tasks identified at Local level

- Manage Operations interface between the Local/Regional and Regional/National levels, ensuring different points of view are aligned, information is shared, activities are co-ordinated, and escalation takes place when indicated ●
- *"Essentially you are piggy in the middle at a regional level"*
- Build relationships with different Councils and agencies involved to ensure they are co-ordinating activities (e.g. across regional boundaries) ●
- Model consistent application of policy and decisions (often feeding down from a National level) ●
- Contribute to consistency and alignment of planning and tasking between National, Regional and local levels ●
- Make decisions on resources based on priorities and maximising impact across several incidents ●
- Identify where a "silo" mentality is reducing effectiveness and create impetus for a more integrated approach ●
- Understand drivers and influences at a National level and how these impact at a Regional level ●
- Work with other regions and liaise with agencies to release resources when prioritised elsewhere to ensure resources are fully utilised ●
- Manage sustainability of resources – rotation rostering, supply and maintenance etc. ●
- Deal with escalated resource requests from a local level and escalate resource requests up to the National level when necessary ●

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National Level (L)

Builds on tasks identified at Local and Regional levels

- Provide expert input and advice as part of the planning process, including implications for all functions ●
- Provide advice to the Controller, stakeholders and as part of the planning process on the extent to which the plan is achievable ●
- Use this knowledge to get the Action Plan as close as possible to what can be delivered ●
- Identify the resourcing necessary to deliver on the Action Plan (working in an integrated way with Planning & Logistics) ●
- Build and share in-depth understanding of the AP and work with each function (and supporting agencies and stakeholders as required) to interpret and break down the specific tasks and expectations of that function and what they require ●
- Drive consistency and alignment of planning and tasking between all levels of the response ●
- Anticipate problems and issues (with input from Intelligence) and develop contingency plans ●
- Support problem-solving and development of solutions across functions ●
- Monitor and track delivery of activities across functions, including timeframes, and adjust sequencing where required, including modifying AP when targets are not met ●
- Assess feasibility of resource requests ●
- Look for opportunities to better use resources and capabilities (e.g. when targets exceeded or situation changes) ●
- Manage the impact of variations to the plan across functions (revisit AP if necessary, renegotiate and develop solutions, escalate to the Controller / Response Manager where necessary ●
- Contribute to strategy-setting, longer-term planning and forecasting ●
- Undertake prioritisation with Logistics where resources are scarce and there are significant consequences for decisions, action sequencing etc. ●
- Work through IMT to bring external agencies who may be resistant or negative on board ●
- Manage relationships with international agencies – understand the wider country context, agency context, political dynamics etc. ●

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Context at Incident Level

- This is often a hat worn by the Controller in a straightforward incident, or a joint Operations/Planning role
- More immediate and faster actions are required
- Plan is usually informal
- Hands-on in tasking individuals
- Tasks generally straightforward and people can rely on their existing training and experience to get through
- Requires appreciation of the importance of quick action and preparedness to improvise with resources

Context at Local Level

- Similar to Incident but a step up - different audience and relationships to Regional, less specialisation
- Once there is a clear action plan, Operations processes become more formalised
- More pressure to deliver
- At Local level, the role is focused both down and up
- Responsible for a team, not necessarily of people with specialised skills and knowledge
- May require oversight across several incidents and resources required - needs strong delegation
- Shorter timeframes than Regional
- Ability to use or draw on local knowledge about resources and capabilities is important
- More explanation of why and how things are done, as well as alignment with the plan is critical
- May act as the “face” of the response at times
- Engagement and relationships in a more formal sense including stakeholders such as lifeline utilities
- There is more community focus and alignment
- Monitoring and tracking is important as a step away from the action, more resources, people/agencies where you don't fully understand capability and capacity, or they are untested in a response environment

Context at Regional Level

- Very different to local - essentially the same as at National in many ways but with tighter timeframes
- There is a big step up required from Local to Regional
- More demand driven and high pressure to deliver
- Well away from the action
- The role is higher visibility – there is more exposure, and more direct and personal criticism
- More stakeholder engagement at more senior levels
- Increasing level of political dynamics
- Responsible for multiple teams with specialised skills and BAU experience.
- Requires broader and stronger leadership skills, the ability to delegate and to keep out of the detail except when absolutely necessary
- Likely to be working across several incidents
- Dealing with bureaucracy at the Regional and National levels - “more hoops to jump through”
- At Regional level and in more complex responses involving a wider range of agencies, you are likely to be dealing with agencies, contractors or individuals who do not know or understand CIMS and don't necessarily buy into it.

Context at National Level

- Operations may effectively be a response within themselves at National level
- Significant span of control for the Operations Manager across a range of work streams
- Managing a group of specialised work stream leaders and job becomes more in the management/leadership space
- Integrated planning approach across all functions is critical
- Increase in the precision and specificity of resources required to deliver on the plan
- Work programme at this level can be more driven around constraints and blockages – less tactical
- Expert advisory role is stronger - understanding where alternative advice or critical review is required to develop solutions to problems
- There may be more competing advice from different functions
- Increased scrutiny
- Interfaces with stakeholders are key
- More exposure including at the political level
- Political interest an overriding factor in decision-making
- Need for partnership relationships with agencies who can support with resources and capabilities – bargaining and negotiation

Incident Classification

As the response moves up the scale:

- Scale or amount of concurrent activities – more prioritisation and do things faster
- Higher volume of resources
- Increased demand
- Increased number of stakeholders
- Capacity of stakeholders increases
- Differing response experience and more understanding required of different agencies
- Degree of latitude to negotiate solutions on the Controllers behalf increases
- Differing levels of professionalism across different sectors need to be factored into task planning when there are a wider range of people involved
- Capability of the lead agency makes a significant difference to the complexity of the work at all levels
- Unknown problems will require technical experts to provide advice

Generic Operations team tasks and capabilities

- Ability to quickly develop a strong understanding of the context
- Understand how the response objectives and AP apply to their work
- Use or develop systems and process to manage documentation and monitor resources
- Document decisions, approvals, meetings and actions, record keeping
- Implement processes, systems and policies
- Problem-solve, including contributing on how objectives can best be achieved, researching options, sourcing and analysing information
- Ask the right questions
- Translate high level plans into detailed objectives
- Apply knowledge of other functions and their responsibilities
- Physical production of plans and distribution
- Perform monitoring, tracking and reporting
- Communicate aspects of the plan for alignment
- Stakeholder engagement on behalf of the Operations Manager (and at the appropriate level)
- Quickly build a picture of the agencies/communities/volunteers involved and their roles, issues, and constraints
- Flexible approach: understanding that there are many different ways to get a result
- Ability to frame and direct own work within the context of the desired end state
- Identification of risk and application of risk mitigation
- Good basic knowledge of CIMS functions and their roles and responsibilities
- “Out of the box” thinking and problem-solving for challenging situations

Operations Lead/Manager

Knowledge, skills and experience

- Planning experience, and understanding of the CIMS planning process in particular
- Broad understanding of the capabilities and capacity in responses - ability to fully assess and scope a situation and allocate specific task responsibilities
- People leadership skills, including leadership across sub-functions or multiple teams
- Understanding of the larger picture, flexible thinking, trade-offs and opportunities
- In-depth knowledge of other CIMS functions and preparedness to work in an integrated way
- Understanding of relevant legislation, and implications for planning, task planning and execution
- Systems for monitoring, tracking execution and reporting
- Influencing and negotiation skills
- An outcomes focus and a high degree of flexibility around the “how” including preparedness to think outside the box
- National security clearance may be important
- At Regional to National level – understanding of legislative nuances, machinery of government, political dynamics