Developing Organisational Capability with CIMS

CIMS (2nd edition) recognises the experience of large and complex emergencies and the lessons identified by associated reviews and enquiries. Much of the additional material in the second edition relates to response structures above the incident level; the majority of the material that deals with incident level response has not changed.

CIMS (2nd edition) provides a timely opportunity for agencies and organisations to examine when and how they use CIMS, by analysing how the content included in the second edition is incorporated into the learning and development plans that support their organisational capability.

This second 'generation' of incident management makes it easier for organisations to understand and plan for their involvement at the appropriate levels and to target learning and development at specific roles. The principles and structures defined by CIMS (2nd edition) must still form the core of understanding for every level but the emphasis on specific elements will vary.

To assist with this MCDEM has divided the content of CIMS (2nd edition) into five 'bands' that relate to the requirements placed on individuals with specific roles and responsibilities during the response to an emergency. The tables below suggest these bands and the content of CIMS (2nd edition) most important to each. In lower bands there is very little change between the content of CIMS (1st edition) and CIMS (2nd edition) that is specific to incident response, however each successive band will find that the relevant content in CIMS (2nd edition) provides greater detail about doctrine, structure and process than was available in the first edition of CIMS. The suggested top band (Band 5) emphasises concepts and content that deals with all of government arrangements and does not require an in-depth understanding of incident level structures.

If for no other reason than cost-effectiveness in training, it is recommended that agencies and organisations using CIMS (2nd edition) complete a needs analysis to clearly relate the necessary skills, knowledge and attributes required of each role within the agency/organisation to the content of CIMS (2nd edition). The MCDEM Best Practice Guideline for Development Needs Analysis (link) is a comprehensive guide to undertaking a Development Needs Analysis in a broad emergency

management context and is an appropriate methodology to use in this regard. Once the role analysis has been completed, the content of CIMS (2nd edition) can then be divided up into fit-for-purpose training that helps to prepare individuals for the roles they undertake. Some development plans for individuals assigned to specific roles will need additional content from agency/sector operating procedures, business-as-usual competencies or external learning and development opportunities.

Undertaking a needs analysis process, whether it is a review or it starts from a blank page, is part of recognising that just being compliant with CIMS structures is not sufficient to ensure competent emergency management. CIMS roles need to be assigned with deliberate thought as to the skills and experience of the individual and must be accompanied by opportunities for development where it is required. Only then will the full benefits of CIMS (2nd edition) be realised.

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BANDS	DEFINITIONS OF ROLE	"I" STATEMENTS	ROLE EXAMPLES	SPECIAL EMPHASIS
Band 5	Strategy setting Fundamental decision making Responsible for the overall resolution of the event or a particular agency's performance.	"I make decisions that affect my whole organisation" "I am directly empowered by legislation"	Controller (local level and above) Chief Executive	National arrangements Development of Action Plans Lead Agency, Support Agency and Unified Control Integrated Response Coordination Legislation and legislative interactions Doctrine, Training and Operations
Band 4	Coordination of the activities in a (typically large) Coordination Centre 'Staff effort' Works in: Coordination Centres (large)	"I am responsible for the smooth functioning of an EOC/ECC" "I support the director by providing advice on, staffing, work flow, Coordination Centre infrastructure."	EOC Manager Chief of Staff	Principles of CIMS - how the principles apply within agencies and in a multi-agency environment. CIMS structures for local, regional or national Coordination Centres (as applicable to organisation and role) Developing Action Plans 'Planning P' Coordination, Command and Control

				Assigning personnel Managing changeovers
Band 3	Responsible for: Team Performance Interaction of Incident Management Team roles Translation of strategy into tactics Works in: Coordination Centre The field (mostly at an Incident Control Point)	"I am responsible for the performance of other staff in a unit" "I provide advice to a Controller in my functional area"	Operations Manager Planning Manager Intelligence Manager Logistics Manager Welfare Manager Incident Controllers for single and multi-agency incidents. Public Information Managers Liaison Officers	Principles of CIMS - how the principles apply within agencies and in a multi-agency environment. CIMS structures for local, regional or national Coordination Centres (as applicable to organisation and role) 'Planning P' Intelligence cycle Developing Action Plans Lead Agency, Support Agency and Unified Control Coordination, Command and Control
Band 2	Responsible for: Specific tasks as allocated by the Managers from the Incident Management Team Works in:	"I perform routine tasks as part of a specific function" "I undertake 'hands on' tasks in the field"	First responders Staff working primarily under their own agency's control.	Principles of CIMS – with emphasis on how the principles apply within agencies and in a multi-agency environment. Command vs. Control

	Coordination Centres Field/Frontline			Single incident CIMS structure for the 'field' Understanding Incident Action Plans
Band 1	Responsible for: Tasks that support the smooth operating of a Coordination Centre and allow others to do work directly related to managing the emergency. Works in: Coordination Centres The field (rarely)	"I support others to fulfil their response roles" "I work in these types of roles: • Security support • IT support • Technical support • Admin support • Catering • Staff welfare	ICT support Facility support i.e. catering Coordination Centre staff welfare	Principles of CIMS CIMS structures

Band 5

"I make decisions that affect my whole organisation"

"I work in one of the following roles:
- Controller
- Chief Executive

"I am directly empowered by legislation"

Responsible for:
- Strategy setting
- Fundamental decision making
- Responsible for the overall resolution of the event or a particular agency's performance.

Guidance for content to use in role development

Section (CIMS 2nd ed.)	Sections for inclusion and areas for emphasis.
1.0	*Purpose* - Highlight the aim of improving coordination and contrast with the allowable flexibility in implementation.
1.1	*When to use CIMS* - some learners may benefit from drawing distinctions between emergency management and organisational crisis management.
1.2	*Emergency Management* – the common response objectives should be examined with reference to the agency's primary roles and the roles of it's partners.
2.0	*All*
2.1	*All*
2.2	*All*
2.3	*CIMS principles* – the principles can be examined from both the advantages they seek to maximise and the differences in application other levels of the organisation need to implement in order to coordinate with partners.
2.4	*Doctrine, training and operations* – reiterate the cycle and what actions can drive real change rather than mere recording of lessons.
2.5	*Coordination, command and control* – emphasise the opportunities and challenges for people operating in control and unified control situations in translating shared response objectives into action plans that can be carried out by their organisation.
2.6	*Lead agency, support agency and unified control* – highlight a range of situations to address if and when the organisation acts a lead agency, support agency or in Unified Control arrangements.

3.0   *Response Management* – in this band people should be familiar with all of the concepts of response management, with the following emphasis or perspective:

- Response levels: address the twin issues of which parts of the organisation are effective at what levels and where the organisation has effect 'on the ground'.
- Scaling responses: examine levels of delegated responsibility required for staff involved in response at different scales.
- Movement control details can be covered briefly, unless the organisation will be directly responsible for managing large movement control operations.

4.0   *CIMS structure* - in this band the primary concern is the Incident Management Team. The structuring of sub-functions and Incident Management Teams for all relevant levels of response and modes of engagement (lead, support, unified control) may deserve emphasis.

4.2.1   *Other control functions* – Control functions deserve additional attention due to the importance that these roles can play in some circumstances. Specific examples of technical expert advice and risk management may be useful.

Apx. A   All
Apx. B   All

Band 4

"I am responsible for the smooth functioning of an EOC/ECC"

"I work in one of the following roles:
- EOC Manager
- Chief of Staff

"I support the director by providing advice on, staffing, work flow, Coordination Centre infrastructure."

Responsible for:	• Coordination of the activities in a (typically large) Coordination Centre • 'Staff effort'
Works in:	• Coordination Centres (large)

Guidance for content to use in role development

Section (CIMS 2nd ed.)	Sections for inclusion and areas for emphasis.
1	All
2.0	All
2.1	*Emergency Management* – place emphasis on the responsibilities of the organisation to respond and maintain readiness.
2.3	*CIMS principles* – place emphasis on the ways that Coordination Centres, single agency and unified, contribute to enacting the principles of CIMS .
2.4	*Doctrine, training and operations* – emphasise the role of an 'EOC Manager' in maintaining readiness and updating doctrine and training (and adapting 'on-the-fly').
2.5	*Coordination, Command and Control* – emphasise Control and Coordination as the key aspects of the purpose of large Coordination Centres and make a distinction between them and Command which will often be delivered by this role on behalf of the most senior person in the agency responsible for the Coordination Centre.
2.6	*Lead agency, support agency and unified control -* Work from the position of this role facilitating the functioning of a Coordination Centre regardless of the Controller's agency. Emphasise the key challenges of the role when working in a Unified Control environment.
3.1	*The CIMS functions* – this role will require an in-depth knowledge of the arrangements

3.4   *Scaling responses* - Relate the triggers for scaling a response to relevant examples for the appropriate response level/s for the audience.

3.6 & 3.6.1   *Facilities* –Clarify the establishment of only one ICP per incident and multiple incidents each with its own ICP or the relevant example for the higher response levels.

               Concentrate on the facilities that the audience will use or be involved with servicing. Emphasise how the audience will use the facilities rather than the requirements for establishing them unless that is part of their role.

3.6.4   *Movement Control* – concentrate only on elements that would be directly controlled, and possibly staffed, from the relevant Coordination Centre for the audience.

3.6.6   *Personal Identification*

4.1   *CIMS Structure* – emphasise the roles typically established in Coordination Centres set up to manage incidents for which your agency is the lead or a regular supporting agency.

4.2   *CIMS functions* – Establish the distinction between roles within your own agency's command structure and roles established as part of multi-agency Coordination Centre. Emphasise the requirements of functions and sub-functions as they are implemented in the relevant agency and for interactions with partner agencies, technical experts and liaison officers.

Appendix A
Appendix B
Appendix C

Band 3

"I am responsible for the performance of other staff in a unit"

"I provide advice to a Controller in my functional area"

"I work in one of the following roles:
- Incident Controllers for single and multi-agency incidents
- Operations Manager
- Planning Manager
- Intelligence Manager
- Logistics Manager
- Welfare Manager
- Public Information Managers
- Liaison Officers

Responsible for:
- Team Performance
- Interaction of Incident Management Team roles
- Translation of strategy into tactics

Works in:
- Coordination Centres
- Field/Frontline

Guidance for content to use in role development

Section (CIMS 2nd ed.)	Sections for inclusion and areas for emphasis.
1	All
2.1	*Emergency Management* – place emphasis on the responsibilities of the organisation to respond and maintain readiness, and which elements are important for coordinated response as well as internal command and control.Examine the common response objectives and introduce examples of agency functions that contribute to these objectives.
2.3	*CIMS principles* – place emphasis on the ways that Coordination Centres, single agency, multi-agency and unified, contribute to enacting the principles of CIMS. Compare and contrast the ways in which working to the principles assist operations in single and multi-agency environments.
2.5	*Coordination, Command and Control* – Consider the nature of the learners' organisations when discussing the application of command and where command arrangements interact with control arrangements, look for relevant differences that become apparent as the scale of incidents increases. For band three discussion of coordination should emphasise how defined and efficient command and control assists coordination.
2.6	*Lead agency, support agency and unified control* - Clear examples of where the learners' agency is lead agency should be identified but

also related to the responsibilities of a lead agency to lead incidents and 'coordinate' support agencies. Where the learners' agency acts in support reverse the perspective and seek to expand upon what support agencies need from the lead agency and how support agencies can responsibly and effectively act in support.

Unified Control discussions should focus on how function managers can adapt from a lead agency stance to a unified approach in which they will need to adapt to the pattern set by the unified control group, including compromise with other agencies and functions.

3.1   *Response Management* – In this band the emphasis for learners should be on arrangements for the response level at which they usually work, the lines of communication that operate horizontally at that level, followed by the lines of authority that operate vertically for one level up and one level down

3.3.6   *Response level viewpoint* – Compare and contrast the response viewpoint of the learners' response level and the viewpoint for at least one level up and one level down. For learners primarily operating at the incident level looking one level down involves considering the affected community's viewpoint and the role the incident level personnel have in representing that to the response levels above them.

3.4   *Scaling of responses* – scaling should also start form the viewpoint of the learners' most likely response level, address the triggers that are relevant to their agency and how a decision to scale up or down by another agency may affect them.

3.5   *Integrated response coordination* - Emphasise the communication links and cooperation on the development of action plans that make integrated response effective.

3.6 & 3.6.1   *Supporting protocols* – this role will require an in-depth knowledge of the arrangements

             Facilities –Clarify the establishment of only one ICP per incident and multiple incidents each with its own ICP or the relevant example for the higher response levels.

             Concentrate on the facilities that the audience will use or be involved with servicing. Emphasise how the audience will use the facilities rather than the requirements for establishing them unless that is part of their role.

3.6.4   *Movement Control* – concentrate only on elements that would be directly controlled, and possibly staffed, from the relevant Coordination Centre for the audience.

3.6.6   *Personal Identification* -

4.1   *CIMS Structure* – emphasise the roles typically established in Coordination Centres set

up to manage incidents for which your agency is the lead or a regular supporting agency.

4.2   *CIMS functions* – Establish the distinction between roles within your own agency's command structure and roles established as part of multi-agency Coordination Centre. Emphasise the requirements of functions and sub-functions as they are implemented in the relevant agency and for interactions with partner agencies, technical experts and liaison officers.

Appendix A
Appendix C

Band 2

"I perform routine tasks as part of a specific function"

"I undertake 'hands on' tasks in the field"

"I work in one of the following roles:
- Security support
- IT support
- Technical support
- Admin support
- Catering
- Staff welfare

Responsible for: Specific tasks as allocated by the Managers from the Incident Management Team.

Works in:
- Coordination Centres
- Field/Frontline

Guidance for content to use in role development

Section (CIMS 2nd ed.)	Sections for inclusion and areas for emphasis.
1	All
2.0	All
2.1	*Emergency management* – All
2.3	*CIMS principles* – to reinforce the shared objectives for all staff and examples of practical application of the principles to make response coordination more effective.
2.5 & 2.6	*Coordination, Command and Control* – context for parent agency's involvement. Clarify command as it operates within your agency. Identify which roles in your agency are the interface with other agencies in a multi-agency environment. Make reference to Unified Control and the persistence of statutory responsibilities for agencies that are not lead agency. Briefly address examples of lead agency changing through phases of a response. Briefly address the issue of Unified Control when lead agency is not clear.
3.1	*The CIMS functions* – enough detail to help the learner navigate in the structure of a Coordination Centre / incident. Emphasise structures as they relate to an activation for your agency. Use typical examples for the functions most often appointed including the ways in which they are combined or addressed if not appointed to an individual.
3.4	*Scaling response* - Relate the triggers for scaling a response to relevant examples for the appropriate response level/s for the audience.

3.6 & 3.6.1   *Facilities* –Clarify the establishment of only one ICP per incident and multiple incidents each with its own ICP or the relevant example for the higher response levels.

Concentrate on the facilities that the audience will use or be involved with servicing. Emphasise how the audience will use the facilities rather than the requirements for establishing them unless that is part of their role.

3.6.4   *Movement Control* – Emphasise the function of the elements of movement control and relate these to your agency's functions. Concentrate on what the audience ned to know to navigate an incident safely.

3.6.6   *Personal Identification* – Introduce the colour coding as a way of recognising functions for navigating an incident. Include the identification system/s used in your agency and differentiate what is used for command within your agency and what might be used by other agencies.

4.1   *CIMS Structure* – emphasise the roles typically established in Coordination Centres set up to manage incidents for which your agency is the lead or a regular supporting agency.

4.2   *CIMS functions* – Establish the distinction between roles within your own agency's command structure and roles established as part of multi-agency Coordination Centre. Work from the relevant perspective e.g. for 'first responders' look at the CIMS roles in terms of who will control their activities. For EOC/ECC/NCC function staff work from the perspective of interactions between roles as they work to achieve specific tasks.

Band 1

"I support others to fulfil their response roles"   "I work in one of the following roles:
- Security support
- IT support
- Technical support
- Admin support
- Catering

Responsible for: Tasks that support the smooth operating of a Coordination Centre and allow others to do work directly related to managing the emergency.

Works in:
- Coordination Centres
- The field (rarely)
- ICT support
- Facility support i.e. catering, staff welfare,

Guidance for content to use in role development

Section (CIMS 2nd ed.)	Sections for inclusion and areas for emphasis.
1.0	All
2.3	*CIMS principles* – to reinforce the shared objectives for all staff
2.5	*Coordination, Command and Control* – context for parent agency's involvement
3.1	*The CIMS functions* – enough detail to help the learner navigate in the structure of a Coordination Centre
3.4	*Scaling Responses* – context for when and why different Coordination Centres are activated
3.6.1	*Facilities* – the differences between ICPs, EOCs, ECCs, NCMC so that the learner can distinguish where they work.
3.6.4	*Movement Control* – Only for learners expected to work in the field.
3.6.6	*Personal Identification* – Introduce the colour coding as a way of recognising functions for navigation.
4.1	*CIMS Structure* – enough for the learner to understand the rough division of labour within a Coordination Centre.
4.2	*CIMS functions* – limit to where their support role fits and roles with which they have to interact for accomplish their assigned tasks.