

# **Managing the threat – effective incident management organising**

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# 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 down stream 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



DEFENDING AUSTRALIA  
IN THE ASIA PACIFIC CENTURY:  
FORCE 2030



DEFENCE  
WHITE  
PAPER  
2009

[www.defence.gov.au](http://www.defence.gov.au)

- 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?**