

Pacific Incident Management System (PacIMS)

What is an Incident Management System?



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An Incident Management System (IMS) is the combination of personnel, procedures, facilities, equipment, and communications operating within a common structure. An IMS provides a robust system that enables integration of activities and resources of multiple agencies and stakeholders ensuring they operate seamlessly together in response to the incident. The IMS achieves this by providing a common framework and language in which organisations can operate. The system does not negate the need for overarching legislations, plans and arrangements nor agencies having their own internal standard operating procedures.

When an incident such as a cyclone or tsunami occurs and there is a disruption to the community, organised teams respond in accordance with established arrangements and plans. Disaster authorities and emergency services will be called to assist. Contractors may be engaged, and other resources required. Inquiries from the media, the community, government officials and businesses may overwhelm authorities.

First responder activities such as rescue and property conservation will be underway on the frontline to assist affected communities. Those assigned to support incident stabilisation, crisis communication and business continuity activities will report to an Emergency Operations Center (EOC). The EOC is a physical or virtual location from which coordination and support of incident management activities is directed. The IMS and the use of an EOC supports the management of an incident.

IMS have been used worldwide for decades to enhance interoperability between authorities, agencies and stakeholders and ensure an all hazards all agencies approach to incident management.

Why is an Incident Management System important?

As weather, climate related and other disasters increase in severity and frequency key response and coordination agencies are routinely required to come together and to respond in a cohesive, consistent, and holistic manner. An IMS provides a framework in which these agencies and stakeholders operate effectively.

An IMS can be implemented effectively for any incident, imminent or actual, natural, industrial, or civil and the many other situations where agencies and stakeholders are involved. Equally the system can apply to non-emergency response situations such as major sporting and cultural events, exhibitions, and conferences.

The use of an IMS will depend upon the size and complexity of the incident. Functions and roles will be assigned to individuals or teams within the EOC to ensure no activities are overlooked. Not all the IMS positions need to be active in each incident and the IMS structure is designed to expand and contract as the scope of the incident requires. For small-scale incidents, only the Controller may be assigned.

What is PacIMS?

In 2019, the Pacific Community (SPC) through the Pacific Islands Emergency Management Alliance (PIEMA) project developed the Pacific Incident Management Systems (PacIMS) Awareness Course.

PacIMS provides a foundational level awareness of an incident management system and how it is applied in the Pacific. This includes consistency of terminology across multiple agencies utilising nomenclature, terminology, arrangements, case studies and scenarios from the region. It outlines the basic principles, roles and responsibilities and concepts of an IMS including the links to the humanitarian sector and the cluster system and how it supports the national response arrangements.

SPC acknowledges that many response and coordination agencies across the region are already familiar with existing international incident management systems. PacIMS does not intend to replace or supersede these systems but to provide a foundational understanding of how an IMS is applied in the Pacific. In essence, PacIMS aims to support and improve the understanding by all parties of the relationships and roles performed in this often complex environment.

The Pacific Incident Management System:

- Operates under five (5) key principles:
 - UNITY OF COMMAND**
 - SPAN OF CONTROL**
 - FUNCTIONAL MANAGEMENT**
 - MANAGEMENT BY OBJECTIVES**
 - FLEXIBILITY**
- Consists of six (6) discrete functions, including:
 - CONTROL**
 - OPERATIONS**
 - PLANNING**
 - PUBLIC INFORMATION**
 - LOGISTICS**, and
 - FINANCE**
- Considers SAFETY as the highest priority and as such all individuals, teams, functions and organisations are responsible for the safety of themselves, one another, stakeholders and the public
- Ensures the seamless integration of all agencies using LIASON OFFICERS as the focal point in the EOC for operations,

WHO SHOULD USE PACIMS?

PacIMS training is suitable for professional disaster management practitioners and support agencies who are engaged to respond, coordinate, or participate in any way during a disaster. This includes government agencies, ministries and departments, non-government, and civil society organisations.

HOW DO YOU ACCESS PACIMS?

FACE TO FACE

PacIMS can be delivered as a face-to-face classroom session in your workplace and takes approximately seven (7) hours to deliver in this modality.

If you are interested in more information, please email piema@spc.int

Please note: Scenarios can be contextualised to your country and arrangements.

ONLINE

There are four (4) forty-five minute PacIMS online modules, plus an assessment, which are hosted on SPC LearnBook Moodle platform which is accessible to users from across the region and beyond.

To register for PacIMS Awareness Course online: [CLICK HERE](#)

OFFLINE

If internet connectivity is an issue in your area or for your personnel, the PacIMS modules can also be downloaded and completed whilst offline. If you are interested in the downloadable files please email piema@spc.int

REMOTE WORKSHOPS

PacIMS can be delivered remotely by the PIEMA team. The online modules will be a pre-requisite for all participants followed by a 6-hour workshop (over several sessions) where the learnings are applied using activities and scenarios.

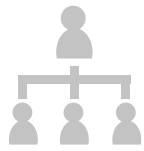
CERTIFICATE IV IN DISASTER RISK MANAGEMENT (TEAM LEADERSHIP)

PacIMS is one of 12 units within the Response Management Course of the Certificate IV in DRM qualification.

This course will be piloted by University of the South Pacific (USP), Pacific Technical and Further Education (TAFE) in 2021.

For more information or questions, please email piema@spc.int

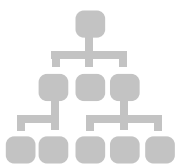
THE 5 PacIMS PRINCIPLES



UNITY OF COMMAND

*Each person should report to only 1 supervisor.
There is only 1 Controller.
There is 1 common plan.*

Eg. In an EOC, the person in charge is the Controller.



SPAN OF CONTROL

The number of people OR groups that can be supervised successfully by a single person. As a guide (not a rule) the ideal Span of Control is between 1 supervisor and 3 to 7 people/groups (between 1:3 and 1:7).

When the span is too large, it is difficult to monitor everyone, provide guidance and direction and communication becomes less effective. When the span is too small then the supervisor's abilities are not being optimally used.



FUNCTIONAL MANAGEMENT

Grouping tasks together as 'functions' to help manage the disaster. PacIMS uses 6 functions: Control, Operations, Public Information, Planning, Logistics, Finance.

While the Controller may perform all functions, they can also delegate them to other personnel as the response escalates. The Controller remains accountable for all functions. Accountability cannot be delegated. Someone has to make the final decision when there are different opinions, priorities or limited resources.



MANAGEMENT BY OBJECTIVES

Everybody involved in responding to the disaster must have a clear understanding of the objectives.

The Controller sets the objectives for the response. Everyone works towards these objectives. By setting objectives, everyone can be "on the same page" and still work different parts of the overall plan (the Incident Action Plan).



FLEXIBILITY

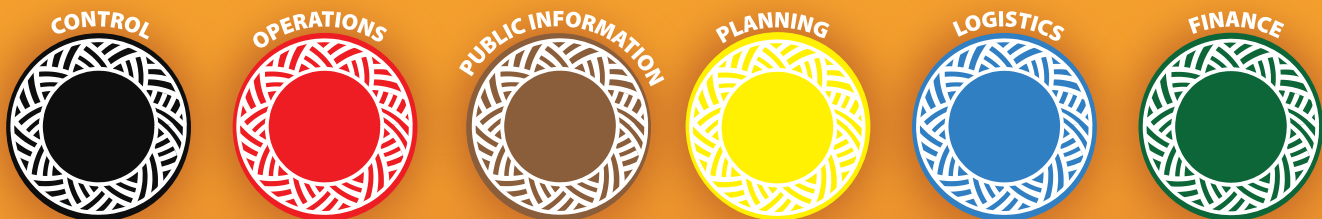
The size and structure of the team should reflect the size and complexity of the disaster. This can change over time or for different events.

PacIMS is adaptable for all incidents and disasters. It allows for an all-hazards and all-agencies approach to managing these events. It can also be used to manage non-emergencies.

FUNCTIONS WITHIN



Each of the functions that can be delegated within PacIMS have roles and key responsibilities. Each also uses a colour to help identify the function:



FUNCTION	ROLE/RESPONSIBILITIES
Control	Control “sets objectives and gives directives”. The function is responsible for managing all activities necessary for the resolution of the disaster. Control is the role of the Controller.
Operations	Operations “asks and tasks” The function is responsible for tasking resources to achieve the objectives and resolve the disaster.
Public Information	Public Information “informs and warns” The function is responsible for the provision of warnings, information and advice to the public, and liaison with the media and affected communities.
Planning	Planning “scans and plans” The function is responsible for the development of objectives, strategies and plans for the resolution of the disaster, based on the outcomes of collection and analysis of information.
Logistics	Logistics “obtains and maintains” The function is responsible for acquiring and providing resources, facilities, services and materials to support achievement of the objectives.
Finance	Finance is “all about the money” The function is responsible for managing accounts, insurance, collection of cost data, and providing cost estimates for the disaster.

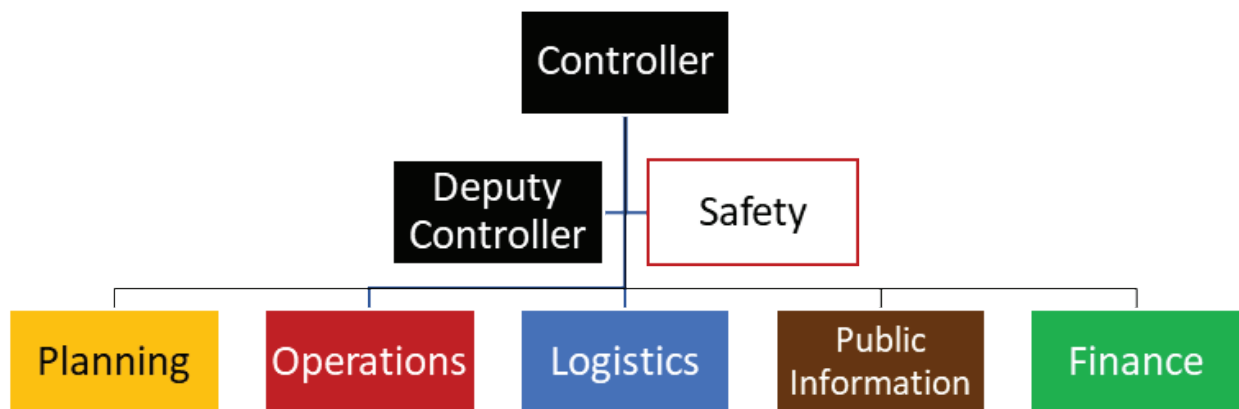
Note: Safety is not named as a separate function as it is critical to and the responsibility of all individuals involved in the response.

- Provision of advice to the Controller on issues related to safety, health and welfare at an incident
- Identification of safety issues or potential problems
- Preparation of safety information for consideration by the IMT in the development of the Incident Action Plan (IAP)
- Implementation and monitoring of a safety reporting system
- Oversight of the safety, health and welfare of all personnel involved in an incident

CHECKLIST

- ☒ Identify current and potential safety issue
- ☒ Consider the safety implications of predictions
- ☒ Collect, collate and analyse safety, health and welfare information based on risks posed by the response
- ☒ Contribute safety recommendations to the development of the IAP
- ☒ Establish arrangements for the reporting of safety, health and welfare issues, adhering to appropriate procedures
- ☒ Safety, health and welfare issues identified, and actions taken, as required, are reported to relevant personnel
- ☒ Provide advice to the Controller in relation to rotation, refreshment, replacement, fatigue management and rehabilitation of response personnel"
- ☒ Provide advice to the Controller and other personnel on immediate and future safety, health and welfare risks and mitigating strategies
- ☒ Implement and monitor the implementation of a safety reporting process, and investigate reports as appropriate
- ☒ Monitor and maintain safety, health and welfare requirements
- ☒ Keep the Controller informed of emerging safety issues and recommended actions
- ☒ Log activities and key decisions

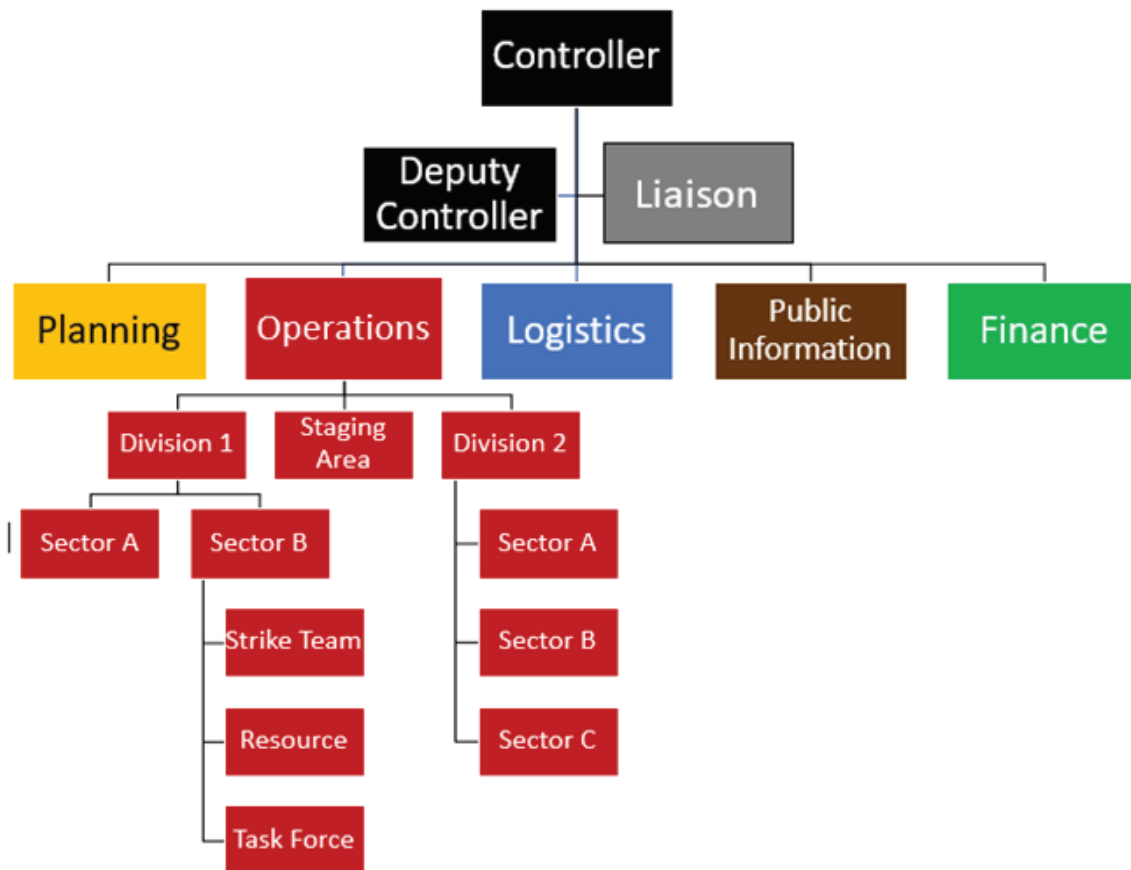
- ✓ Communicate impact, risk and progress to internal and external stakeholders by the most effective means
- ✓ Initiate relief and recovery strategies
- ✓ Monitor and review safety of responders
- ✓ Address the broader public safety considerations
- ✓ Facilitate media management
- ✓ Implement a changeover process for all levels of the incident management structure
- ✓ Plan the conclusion of activities and demobilisation
- ✓ Conclude and review activities
- ✓ Log activities and key decisions



- Implementation of Incident Action Plan (IAP) strategies
- Management of all response activities that are undertaken in the field
- Management of all resources (people and equipment) assigned to the Operations Section

CHECKLIST

- ☒ Manage and supervise operations and monitor progress
- ☒ Exchange information regularly with Incident Management Team (IMT) and provide regular reports to the Controller
- ☒ Establish a process for briefing personnel prior to deployment to the field and at the conclusion of a shift
- ☒ Check appropriate mapping is available
- ☒ Brief and allocate operations personnel in accordance with the Incident Action Plan (IAP)
- ☒ Check personnel are properly equipped for allocated tasks
- ☒ Keep personnel informed of the situation at the incident
- ☒ Communicate with stakeholders and affected parties at the scene
- ☒ Advise the Controller of the situation, progress, risks and accidents
- ☒ Identify and manage risks at the incident, including public safety and environmental risks, and communicate risks to the Controller and IMT
- ☒ Develop the operations portion of the IAP
- ☒ Determine the need for , and request, additional resources
- ☒ Determine the need for logistical support
- ☒ Regularly advise the Controller and Planning section of the incident situation, emerging risks and progress towards the resolution of the incident
- ☒ Log activities and key decisions



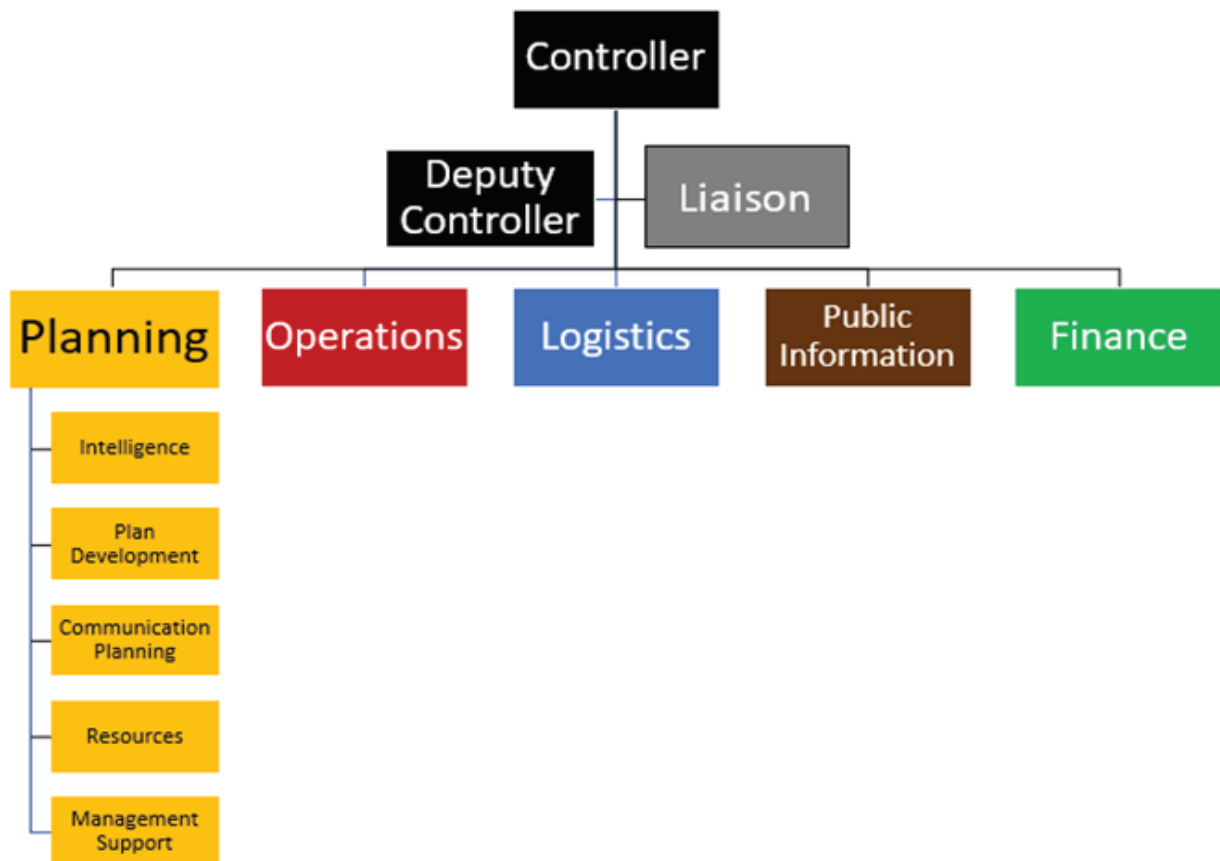
INTERACTIONS WITH OTHER FUNCTIONS

Public Information	Operations has a critical relationship with Public Information. Operations will often be the first area to become aware of threats to community. Public Information and the Controller must be kept aware of any emerging or imminent threats, so warnings and advice can be provided.
Planning	Planning provides details of what the Controller wants done via the IAP. Operations participates in the development of the IAP, where applicable. Operational units may collect and report information to be refined into intelligence to assist with planning.
Logistics	Logistics provides the resources needed by Operations to deal with the incident/disaster effectively. At many incidents/disasters it is the main factor limiting of what is possible to do.
Finance	Finance may have a large role on how an incident/disaster is dealt with, so that resources are used efficiently.

- Evaluation and analysis of intelligence on the current and forecast situation
- Preparation of options analysis and development of response objectives and strategies
- Undertake risk assessments
- Preparation, dissemination, monitor and review the Incident Action Plan (IAP)
- Provision and establishment of other plans, as required (such as a Communication Plan and a Demobilisation Plan)
- Collection and maintenance of information on resources allocated to the incident

CHECKLIST

- ☒ Obtain intelligence to support the development of the Incident Action Plan (IAP)
- ☒ Consider sources of local knowledge and information relevant to the incident
- ☒ Identify new and emerging risks at the incident and address these in the IAP
- ☒ Monitor effectiveness of risk mitigation strategies
- ☒ Provide strategic advice to the Incident Management Team (IMT) based on interpretation of information received
- ☒ Undertake options analysis involving alternate objectives and strategies, and identify the risks and likely outcomes associated with each
- ☒ As part of the options analysis, make recommendations on objectives, including justifications, for discussion by the IMT and approval by the Controller
- ☒ Conduct planning meetings for the IMT and the planning section
- ☒ Prepare and disseminate the IAP for the next operations period & any longer-term planning required
- ☒ Develop and review Communications, Changeover and Demobilisation Plans, and manage their implementation
- ☒ Develop and maintain a register of resources requested, en-route allocated to, and released from the IAP response
- ☒ Regularly communicate progress of IAP strategies to Controller
- ☒ Collect, collate and store incident records
- ☒ Log activities and key decisions



INTERACTIONS WITH OTHER FUNCTIONS

Public Information	Development of objectives and strategies by planning will include decision with Public Information, as information, consultation, and warnings will be part of the strategies used. Public Information may provide valuable intelligence that can assist Planning with determining the best options.
Operations	Planning provides details of what the Controller wants done via IAP. Operations participates in the development of the IAP, where applicable. Operational units may collect and report information to be refined into intelligence to assist with Planning.
Logistics	Planning will require input from Logistics to develop the IAP. The strategies possible will be dependent on what resources are able to be obtained by Logistics within given time frames. Other Logistics plans may also need to be reviewed and included in documentation to be disseminated.
Finance	Finance will attend IMT meetings and share any relevant information to assist Planning in the development of the IAP.

PUBLIC INFORMATION

- Provision of information and advice to threatened communities, other stakeholders and the general public
- Liaison with news media and management of media liaison issues
- Consultation and liaison with affected communities

CHECKLIST

- ☒ Issue information and advice to threatened communities, as approved by the Controller. Time critical information should not be delayed through inability to contact the Controller, however senior approval for issuing public information must be obtained where possible
- ☒ Obtain information on the current and projected incident situation from the Planning Section, and external sources such as media reporting
- ☒ Identify relevant external stakeholders and their information needs
- ☒ Develop a Public Information Plan
- ☒ Provide timely, tailored and relevant information to communities and stakeholders
- ☒ Maintain liaison with the Planning Section to ensure the accuracy of information to the public
- ☒ Report any relevant information acquired by the Public Information Section from sources outside of the IMT to the Planning Section and others as relevant
- ☒ Media: under the direction of the Controller
 - Provide releases and information
 - Facilitate interviews, if possible
 - Facilitate on-site visits, if authorised by the Operations Officer
- ☒ Identify information needs of affected communities, arrange events such as community meetings, log community issues and obtain responses
- ☒ Log activities and key decisions

- Implementation of Incident Action Plan (IAP) strategies
- Management of all response activities that are undertaken in the field
- Management of all resources (people and equipment) assigned to the Operations Section

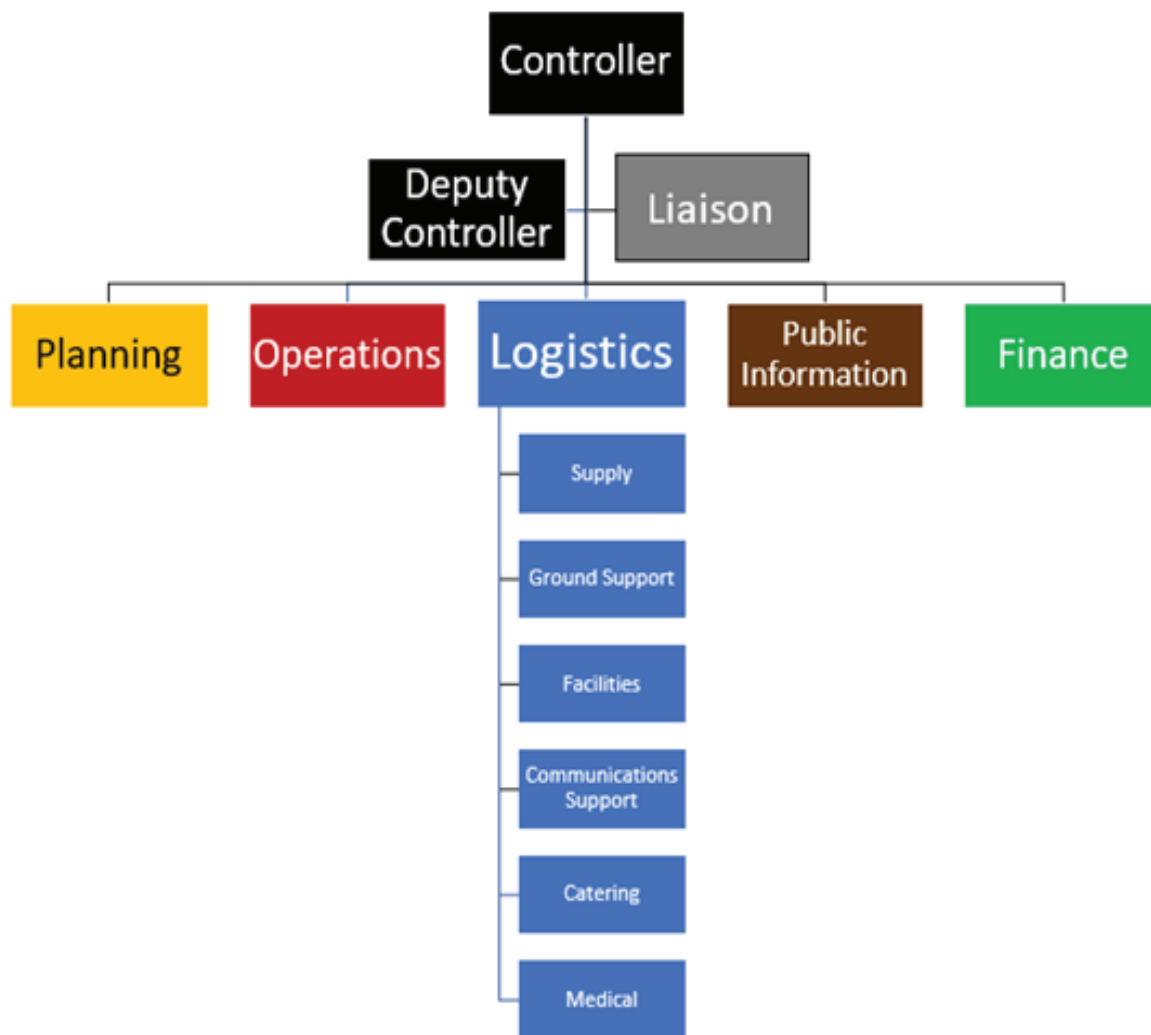
CHECKLIST

- ☒ Manage and supervise operations and monitor progress
- ☒ Exchange information regularly with Incident Management Team (IMT) and provide regular reports to the Controller
- ☒ Establish a process for briefing personnel prior to deployment to the field and at the conclusion of a shift
- ☒ Check appropriate mapping is available
- ☒ Brief and allocate operations personnel in accordance with the Incident Action Plan (IAP)
- ☒ Check personnel are properly equipped for allocated tasks
- ☒ Keep personnel informed of the situation at the incident
- ☒ Communicate with stakeholders and affected parties at the scene
- ☒ Advise the Controller of the situation, progress, risks and accidents
- ☒ Identify and manage risks at the incident, including public safety and environmental risks, and communicate risks to the Controller and IMT
- ☒ Develop the operations portion of the IAP
- ☒ Determine the need for , and request, additional resources
- ☒ Determine the need for logistical support
- ☒ Regularly advise the Controller and Planning section of the incident situation, emerging risks and progress towards the resolution of the incident
- ☒ Log activities and key decisions

- Providing support for control of the incident through the organisation and provision of:
 - human and physical resources
 - facilities
 - services
 - materials

CHECKLIST

- ☒ Develop the logistics section of the Incident Action Plan (IAP)
- ☒ Provide strategic advice to the Incident Management Team (IMT) based on the provision of services and resources
- ☒ Liaise with the other members of the IMT
- ☒ Liaise with suppliers and local businesses, and maintain an awareness of the impact on the local community and businesses within it
- ☒ Arrange for the provision of food and drink to response personnel
- ☒ Acquire, store and distribute equipment and materials for response support
- ☒ Provide technical advice, service and equipment placement for incident communications, i.e. radio, telephones and information technology
- ☒ Select and manage the locations where personnel work, sleep, cook, maintain and repair equipment
- ☒ Arrange for the provision of transport for personnel, equipment, supplies and food
- ☒ Arrange for the provision of fueling, mechanical maintenance and security of all equipment and vehicles
- ☒ Arrange for the provision of medical support such as first aid and medical transport response to personnel
- ☒ Reclaim reusable resources, equipment and materials at the conclusion of the incident
- ☒ Log activities and key decisions



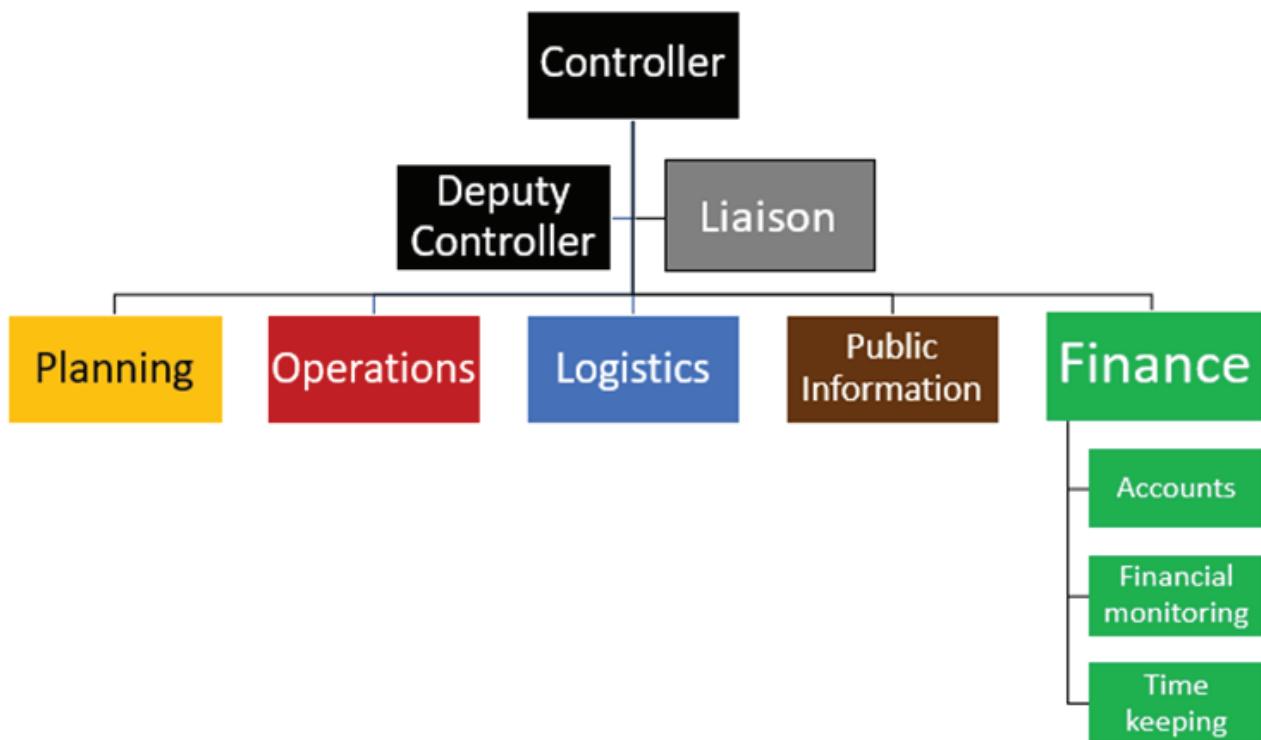
INTERACTIONS WITH OTHER FUNCTIONS

Public Information	Public Information may need facilities for conducting media briefings or community meetings. This will be arranged via Logistics.
Planning	Logistics will contribute to the development of the IAP. The strategies recommended by Planning will be dependent on what resources are able to be maintained by Logistics within given time frames. Other Logistic plans may also involve discussion with Planning or be included in the IAP.
Operations	Logistics work closely with Operations to ensure they are providing resources necessary to implement the IAP. At many incidents/ disasters it is the main factor of what is possible to do. Some Logistic arrangements will also be used by Operations as part of personnel briefing, for example accommodation and catering arrangements or details of staging areas.
Finance	Obtaining and maintaining resources will result in many invoices and time sheets, which will need to be managed, tracked and paid for. Logistics needs to ensure Finance is provided with all required documentation so that the cost of disaster can be calculated accurately.

- Provision of advice to the Controller regarding available budget/funding
- Development of funding proposals for authorisation by Controller
- Management of contracts and procurement
- Management of account payments and establishment and maintenance of accounting records
- Establishment of time sheets and records for response and Incident Management Team (IMT) personnel

CHECKLIST

- ☒ Overseeing financial management and financial record keeping
- ☒ Maintain records of purchases of supplies and equipment
- ☒ Collect cost data and provide cost estimates for the response as required
- ☒ Identify costs associated with alternative Incident Action Plan (IAP) strategies
- ☒ Identify the financial impacts of key logistical needs of the response
- ☒ Log activities and key decisions



INTERACTIONS WITH OTHER FUNCTIONS

Operations	Operations will have data regarding personnel and resources in relating to timekeeping.
Logistics	Logistics will provide Finance with documentation / records relating to obtaining and maintaining resources.
Planning	Finance will attend IMT meetings and share any information to assist Planning in the development of the IAP, including considering cost estimates and cost effectiveness of different strategies and available funding.

- Provision of advice to the Controller on issues related to safety, health and welfare at an incident
- Identification of safety issues or potential problems
- Preparation of safety information for consideration by the IMT in the development of the Incident Action Plan (IAP)
- Implementation and monitoring of a safety reporting system
- Oversight of the safety, health and welfare of all personnel involved in an incident

CHECKLIST

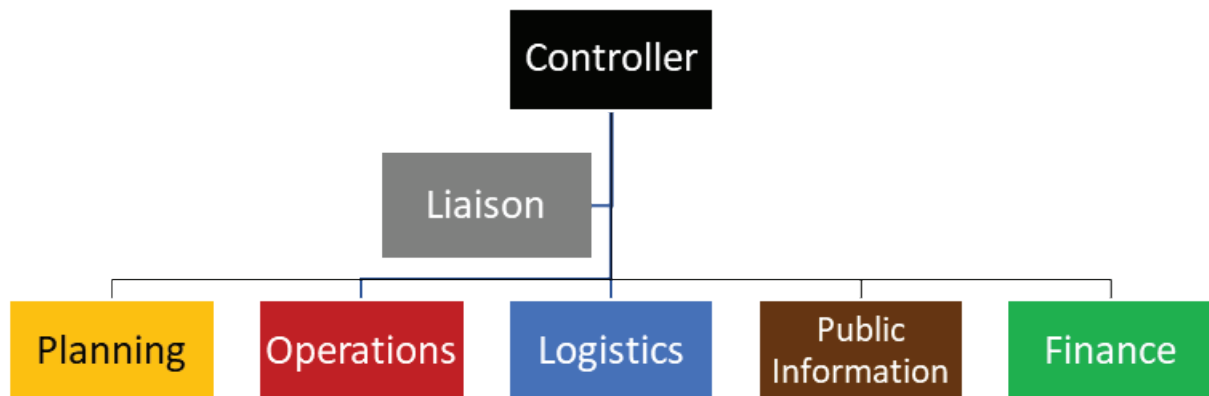
- ☒ Identify current and potential safety issue
- ☒ Consider the safety implications of predictions
- ☒ Collect, collate and analyse safety, health and welfare information based on risks posed by the response
- ☒ Contribute safety recommendations to the development of the IAP
- ☒ Establish arrangements for the reporting of safety, health and welfare issues, adhering to appropriate procedures
- ☒ Safety, health and welfare issues identified, and actions taken, as required, are reported to relevant personnel
- ☒ Provide advice to the Controller in relation to rotation, refreshment, replacement, fatigue management and rehabilitation of response personnel"
- ☒ Provide advice to the Controller and other personnel on immediate and future safety, health and welfare risks and mitigating strategies
- ☒ Implement and monitor the implementation of a safety reporting process, and investigate reports as appropriate
- ☒ Monitor and maintain safety, health and welfare requirements
- ☒ Keep the Controller informed of emerging safety issues and recommended actions
- ☒ Log activities and key decisions

- Provision of information and advice to the Controller relating to their organisation, including resources available for support
- Identification of issues affecting the response identified by their organisation
- Preparation of information for consideration by the Incident Management Team (IMT) in the development of the Incident Action Plan (IAP)

CHECKLIST

- ☒ Act as the focal point for their own organisation
- ☒ Assist in establishing and coordinating inter-agency contacts
- ☒ Inform their organisation of response status and requirements
- ☒ Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources
- ☒ Contribute to the Common Operating Picture (COP)
- ☒ Contribute recommendations to the development of the IAP, including safety considerations
- ☒ Maintain records of their own agency personnel committed to the response
- ☒ Relay directions and taskings from the Controller to their own agency and resources
- ☒ Monitor check-in sheets daily to ensure that all organisational representatives are identified

-  Monitor incident operations to identify current or potential inter-organisational problems
-  Coordinate response resource needs for activities with the Controller
-  Ensure that all required agency forms, reports and documents are completed
-  Coordinate activities of visiting dignitaries from their own agency
-  Log activities and key decisions



Contact Information
Patrick Haines, Project Manager
Pacific Community (SPC)
Phone; +679 3249201
Moile: +679 2768689
Email: patrickh@spc.int