

Emergency Management

Emergency response roles

Biosecurity and AASFA responses



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Emergency Management Unit, Biosecurity and Food Safety

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Introduction

NSW Department of Primary Industries and Regional Development (DPIRD) is the combat agency for plant and animal biosecurity and food safety emergencies in NSW (excluding locusts) and a supporting functional area agency for natural disasters (e.g. bush fire and floods) and other emergencies.

DPIRD incident management structures are consistent with Australasian Inter-service Incident Management System (AIIMS).

The five principles of AIIMS, flexibility, management by objectives, functional management, unity of command, and span of control should be considered when interpreting the organisational charts and implementation of the roles in this manual.

Roles and structures may vary with biosecurity and food safety (combat agency), and functional area responses. Organisational charts (Figures 1 – 16) are included to clarify structures.

Building an incident management structure

Team leader and support roles are generic in some functions and apply to all levels of the response structure. This allows for flexibility based on the complexity, scale and nature of the incident. For larger incidents, multiple support roles may be required with each role being assigned one or two responsibilities from the role description. It is the responsibility of the Team Leader or function Officer to assign tasks and ensure the unit or function responsibilities are met, respectively. In smaller incidents, support, team leader and officer role responsibilities may be addressed by a single role, usually the officer role.

Each organisational chart is a guide and will vary with each response. Not all responses are the same but there are common management structures that apply across all hazards in which DPIRD is a controlling or supporting agency. The Planning function is responsible for determining the response structure in consultation with the Incident Management Team (IMT).

Emergency financial delegations have been included for relevant roles.

References

Australian Veterinary Emergency Plan (AUSVETPLAN) - Control centre management manual Part 1 – Managing an emergency animals disease response – contains:

- EAD national arrangements, response structure and phases
- Checklists for Government Veterinary Officers, CVO, SCC Coordinator, LCC Controller.

Australian Veterinary Emergency Plan (AUSVETPLAN) - Control centre management manual Part 2 – Operational centres: functions and linkages – contains:

- Function and role descriptions which may not align to AIIMS, and some roles are combined in this document.

Australasian Inter-Service Incident Management System (AIIMS) – 2017

Australian Emergency Plant Pest Response Plan (PLANTPLAN): Part 1 – EPP response management

Australian Emergency Plant Pest Response Plan (PLANTPLAN): Part 2: Job cards

State Coordination

State Emergency Director

The State Emergency Director is responsible for the state-wide oversight of response activities, which may include multiple simultaneous emergency responses. A deputy may also be appointed. The State Emergency Director reports to the Executive Director, Biosecurity and Food Safety.

Emergency financial delegation: \$200,000

Responsibilities

1. Ensuring the establishment of the State Coordination Centre.
2. Ensuring availability of suitable resources to support the response.
3. Reporting to executives and other relevant stakeholders on the progress of planned response activities and risk.

Outputs

- A record of identified risks and associated mitigations and actions.
- Collect intelligence of, report on, and optimise where possible resource availability.
- Written confirmation for response stand-up and emergency status.
- Develop and maintain relationships with the state emergency management framework including the SEMC and SEOC, BFSLT and other key stakeholders.
- Leverage state emergency management arrangements to increase capacity across responses.

Position criteria

1. Substantial experience relevant to role, including extensive experience in managing the political, legal and industry aspects of a response.
2. Demonstrated ability to work effectively in a team, independently and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to communicate information, advice, and decisions to all areas of the response.
6. Sound ability to analyse complex problems strategically.

Deputy State Emergency Director

The Deputy State Emergency Director is responsible for assisting the State Emergency Director with the state-wide oversight of response activities, which may include multiple simultaneous emergency responses. The Deputy State Emergency Director may have focused areas of responsibilities.

Emergency financial delegation: \$200,000

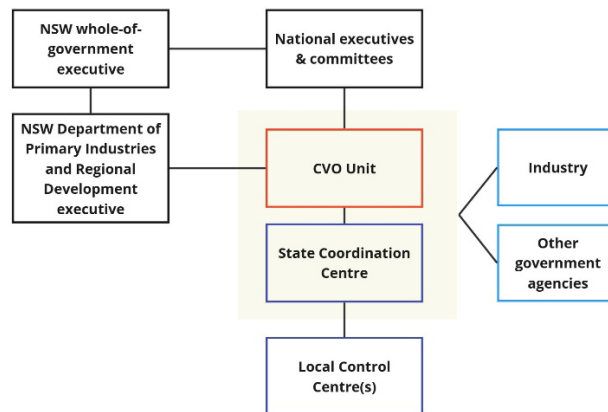
Chief Veterinary Officer (CVO) Unit

The CVO Unit works to undertake the functions of the CVO, and may include the CVO, Deputy CVO, CVO Advisor and CVO Support personnel. The functions of the CVO Unit are:

- provide outcomes that meet the needs of the response stakeholders
- provide strategic direction for the response.

Emergency financial delegation for CVO (and Deputy CVO): \$1,000,000

Figure 1: Chief Veterinary Officer Unit



Responsibilities

- Work cooperatively to develop and provide advice, guidance, and support.
- Through effective communication, manage and maintain relationships with key stakeholders, including departmental executives, the minister, other jurisdictions, industry, response personnel and the public.

Outputs

- CVO intent.
- Emergency Animal Disease Response Plan (EADRP) including a budget, policies, and strategies that provide direction for response operations.
- Consultative Committee on Emergency Animal Diseases (CCEAD) attendance, papers, and attendance of national working groups.
- Accurate and timely reports to and communication with the Minister, departmental executive, Australian CVO, the CCEAD, industry and other relevant parties.
- Provide advice for public information and respond to media requests.
- Exercising of substantive or delegated legal powers.
- Consolidated report on the response.

Roles in the CVO Unit – refer to the AVP management manual 2 for role details.

Role	Role overview
Chief Veterinary Officer (CVO)	Oversees and manages the pest/disease control program, and the CVO Unit
Deputy Chief Veterinary Officer (DCVO)	Assists the CVO and acts in CVO role as required
CVO Advisor	Supports and advises the CVO in critical decision making and strategic direction, by providing technically sound and considered advice based on information from the SCC and other sources
CVO Support	Provides administrative support to the CVO and CVO Unit

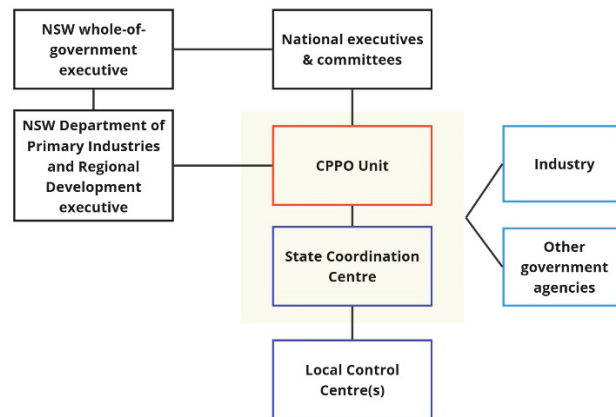
Chief Plant Protection Officer (CPPO) Unit

The CPPO Unit works to undertake the functions of the CPPO, and includes the CPPO, Deputy CPPO, CPPO Advisor and CPPO Support personnel. The functions of the CPPO Unit are:

- provide outcomes that meet the needs of the response stakeholders
- provides strategic direction for the response.

Emergency financial delegation for CPPO (and Deputy CPPO): \$1,000,000

Figure 2: Chief Plant Protection Officer Unit



Responsibilities

- Work cooperatively to develop and provide advice, guidance, and support.
- Through effective communication, manage and maintain relationships with key stakeholders, including departmental executives, the minister, other jurisdictions, industry, response personnel and the public.

Outputs

- CPPO intent.
- Emergency Plant Pest Response Plan (EPPRP) including a budget, policies, and strategies that provide direction for response operations.
- Consultative Committee on Emergency Plant Pests (CCEPP) attendance, papers, and attendance of national working groups.
- Accurate and timely reports to and communication with the Minister, departmental executive, Australian CPPO, the CCEPP, industry and other relevant parties.
- Provide advice for public information and respond to media requests.
- Exercising of substantive or delegated legal powers.
- Consolidated report on the response.

Roles in the CPPO Unit – refer to the AVP management manual 2 for role details

Role	Role overview
Chief Plant Protection Officer (CPPO)	Oversees and manages the disease control program
Deputy Chief Plant Protection Officer (DCPPPO)	Assists the CPPO and acts in CPPO role as required
CPPO Advisor	Supports and advises the CPPO in critical decision making and strategic direction, by providing technically sound and considered advice based on information from the SCC and other sources
CPPO Support	Provides administrative support to the CPPO and CPPO Unit

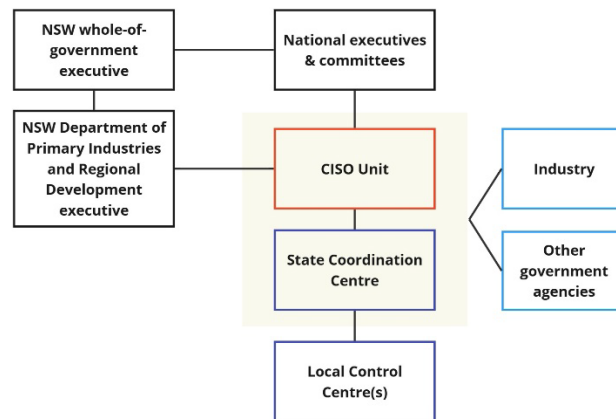
Chief Invasive Species Officer (CISO) Unit

The CISO Unit works as a whole to undertake the functions of the CISO, and includes the CISO, Deputy CISO, CISO Advice and CISO Support personnel. The functions of the CISO Unit are:

- provide outcomes that meet the needs of the response stakeholders
- provide strategic direction for the response.

Financial delegation for CISO (and Deputy CISO): \$1,000,000

Figure 3: Chief Invasive Species Officer Unit



Responsibilities

- Work cooperatively to develop and provide advice, guidance, and support.
- Through effective communication, manage and maintain relationships with key stakeholders, including departmental executives, the minister, other jurisdictions, industry, response personnel and the public.

Outputs

- CISO intent.
- Response Plan including a budget, policies, and strategies that provide direction for response operations.
- National Biosecurity Committee (NBC) attendance, papers, and attendance of national working groups.
- Accurate and timely reports to and communication with the Minister, departmental executive, industry, and other relevant parties.
- Provide advice for public information and respond to media requests.
- Exercising of substantive or delegated legal powers.
- Consolidated report on the response.

Roles in the CISO Unit – refer to the AVP management manual 2 for role details

Role	Role overview
Chief Invasive Species Officer (CISO)	Oversees and manages the pest/disease control program, and the CISO Unit
Deputy Chief Invasive Species Officer (DCISO)	Assists the CISO and acts in DISO role as required
CISO Advisor	Supports and advises the CISO in critical decision making and strategic direction, by providing technically sound and considered advice based on information from the SCC and other sources
CISO Support	Provides administrative support to the CISO and CISO Unit

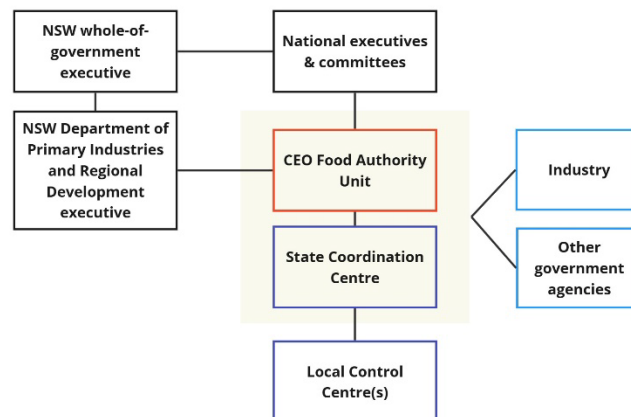
Chief Executive Officer Food Authority Unit

The CEO FA Unit works as a whole to undertake the functions of the CEO FA, and includes the CEO Food Authority, Deputies (if appointed), CEO FA Advice and CEO FA Support personnel. The functions of the CEO FA Unit are:

- provide outcomes that meet the needs of the response stakeholders
- provide strategic direction for the response.

Financial delegation for CEO FA (and Deputy CEO, FA): \$1,000,000

Figure 4: Chief Executive Officer Food Authority Unit



Responsibilities

- Work cooperatively to develop and provide advice, guidance, and support.
- Through effective communication, manage and maintain relationships with key stakeholders, including departmental executives, the minister, other jurisdictions, industry, response personnel and the public.

Outputs

- CEO FA intent.
- Response Plan including a budget, policies, and strategies that provide direction for response operations.
- Papers and communication to national committees.
- Accurate and timely reports to and communication with the Minister, departmental executive, industry, and other relevant parties.
- Provide advice for public information and respond to media requests.
- Exercising of substantive or delegated legal powers.
- Consolidated report on the response.

Roles in the CEO FA Unit – refer to the AVP management manual 2 for role details.

Role	Role overview
Chief Executive Officer, Food Authority (CEO FA)	Oversees and manages the disease control program, and the CEO FA Unit
Deputy Chief Executive Officer, Food Authority (CEO FA)	Assists the CEO FA and acts in CEO FA role as required
CEO FA Advisor	Supports and advises the CEO FA in critical decision making and strategic direction, by providing technically sound and considered advice based on information from the SCC and other sources
CEO FA Support	Provides administrative support to the CEO FA and CEO FA Unit

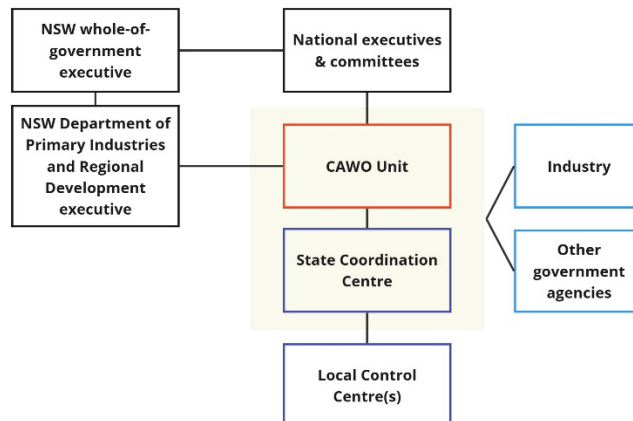
Chief Animal Welfare Officer (CAWO) Unit

The CAWO Unit works as a whole to undertake the functions of the CAWO, and includes the CAWO, Deputy CAWO, CAWO Advice and CAWO Support personnel. The functions of the CAWO Unit are:

- provide outcomes that meet the needs of the response stakeholders
- provide strategic direction for the response.

Financial delegation for CAWO (and Deputy CAWO): \$1,000,000

Figure 5: Chief Animal Welfare Officer Unit



Responsibilities

- Work cooperatively to develop and provide advice, guidance, and support.
- Through effective communication, manage and maintain relationships with key stakeholders, including departmental executives, the minister, other jurisdictions, industry, response personnel and the public.

Outputs

- CAWO intent.
- Response Plan including a budget, policies, and strategies that provide direction for response operations.
- Papers and communication to national committees.
- Accurate and timely reports to and communication with the Minister, departmental executive, industry, and other relevant parties.
- Provide advice for public information and respond to media requests.
- Exercising of substantive or delegated legal powers.
- Consolidated report on the response.

Roles in the CAWO Unit – refer to the AVP management manual 2 for role details.

Role	Role overview
Chief Animal Welfare Officer (CAWO)	Oversees and manages the disease control program, and the CVO Unit
Deputy Chief Animal Welfare Officer (DCAWO)	Assists the CAWO and acts in CAWO role as required
CAWO Advisor	Supports and advises the CAWO in critical decision making and strategic direction, by providing technically sound and considered advice based on information from the SCC and other sources
CAWO Support	Provides administrative support to the CAWO and CAWO Unit

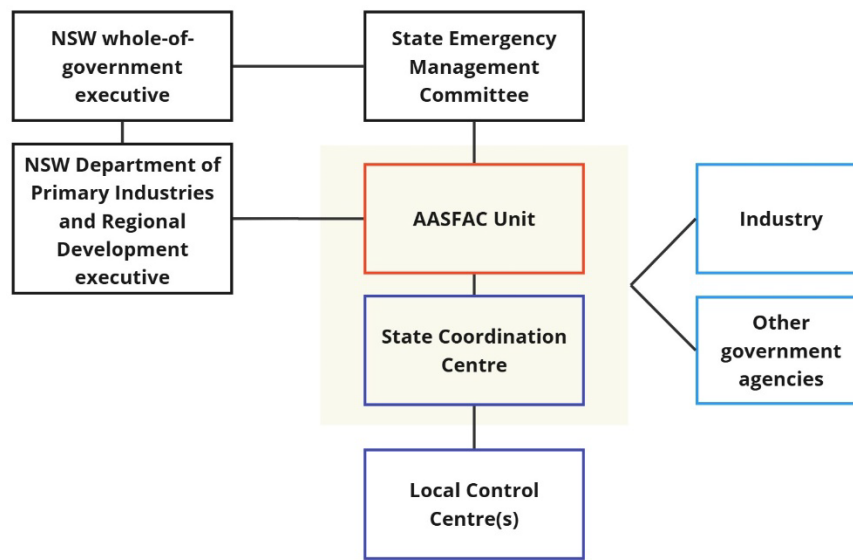
Agriculture and Animal Services Functional Area (AASFA) Coordinator Unit

The AASFAC Unit works as a whole to undertake the functions of the AASFAC, and includes the AASFAC, deputies (where appointed), AASFAC Advice and AASFAC Support personnel. The functions of the AASFAC Unit are:

- provide outcomes that meet the needs of the response stakeholders
- provide strategic direction for the response.

Emergency financial delegation for AASFAC (and Deputy AASFAC): \$1,000,000

Figure 6: Agriculture and Animal Services Functional Area Coordinator Unit



Responsibilities

- Work cooperatively to develop and provide advice, guidance, and support.
- Through effective communication, manage and maintain relationships with key stakeholders, including departmental executives, the minister, industry, response personnel and the public.

Outputs

- AASFAC intent.
- Policies and strategies that provide direction for response operations.
- Accurate and timely reports to and communication with the Minister, departmental executive, and other relevant parties.
- Consolidated report on the response, including an after-action review.

Roles in the AASFAC Unit – refer to the AASFA Supporting Plan for role details.

Role	Role overview
Agriculture and Animal Services Functional Area Coordinator (AASFAC)	Oversees and manages the control program, and the AASFAC Unit
Deputy AASFAC (DAASFAC)	Assists the AASFAC and acts in AASFAC role as required
AASFAC Support	Provides administrative support to the AASFAC and AASFAC Unit

Control

The Control function provides overall direction of activities necessary for the resolution of the incident in a defined area.

State Incident Controller

State Incident Controller (IC) has overall responsibility for management of all activities and personnel deployed to resolve the incident in NSW, provides leadership of the response to achieve agreed, planned, and documented objectives. See organisational charts – [Figure 7](#) and [Figure 8](#).

Emergency financial delegation: \$200,000

Responsibilities

1. Provide leadership and overall direction of the response to meet hazard owners' intent and the response plan.
2. Establish and maintain a safe work environment.
3. Effective management of the SCC and coordination of Local Control Centres (LCCs) and Forward Command Posts (FCPs).
4. Meet legislative obligations and national agreed response arrangements, considering the economic, commercial, and social implications of the actions taken.
5. Coordinate resources to meet response objectives.
6. Inter-agency coordination, cooperation and sharing of information through agreed pathways.
7. Liaise with industry, supporting agencies and participating organisations.
8. Liaise with the Hazard Owner to determine timing and process of standing down the response.
9. Initiate relief and recovery arrangements.

Outputs

- Establishment and maintenance of the incident management structure.
- Objectives for the incident response, considering legislative requirements, and the safety of the community and response personnel as a priority.
- A risk management approach to decision making.
- Systems, policies and procedures implemented.
- Plans and strategies to control the incident, including implementing and monitoring the Incident Action Plan (IAP).
- Situation reports are regularly prepared and distributed.
- Effective liaison and cooperation with all relevant agencies, organisations, industries, affected communities and others external to the incident management team (IMT).
- Sufficient human and physical resources required for the resolution of the incident.
- Effective communications within and beyond the incident control structure.
- Appropriate financial delegations are in place.

Position criteria

1. Substantial experience relevant to role, including extensive experience in managing the political, legal and industry aspects of a response.
2. Demonstrated ability to work effectively in a team, independently and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.

4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
 5. Ability to communicate information, advice and decisions to all areas of the response.
 6. Sound ability to analyse complex problems strategically.
-

State Deputy Incident Controller

The State Deputy Incident Controller can be delegated responsibility for particular tasks as determined by the State IC.

Emergency financial delegation: \$200,000

State Safety Officer

The State Safety Officer is part of the State Incident Management Team (IMT) and implements the work health, safety and wellbeing management system to protect the well-being of response personnel and the community. The role reports to and provides advice to the State Incident Controller on Work Health and Safety (WHS) risk and has visibility of safety issues as they arise. The role works closely with the Safety Advisor role(s) and may also cover off on both state (strategic) and local (operational) responsibilities in smaller emergencies where a Safety Advisor role is not filled.

Emergency financial delegation: nil

Responsibilities

1. Coordinate the implementation of the incident response WHS systems. This includes monitoring, evaluating and recommending improvements to WHS management.
2. Coordinate the implementation of psychological risks and wellbeing solutions across managers and supervisors.
3. Ensure WHS policies, procedures, and documents are accessible to responders and implemented consistently during emergencies.
4. Work closely with Safety Advisor role(s) to build and maintain strong engagement across IMT officers and supervisors and responders to actively reinforce and promote a strong WHS and wellbeing culture.
5. Engage with and work closely with other agencies as required to manage response specific risks (e.g. NSW Health for zoonotic diseases, Fire and Rescue NSW HAZMAT for hazardous chemicals).

Outputs

- Risk assessment of incident hazards and specify appropriate mitigation strategies (e.g. Safe Work Instructions) for operational response tasks completed.
- Contributions made to state level planning (e.g. IAP, medical plan, operational plans, communications plan) by providing safety advice for proposed operational strategies.
- WHS and wellbeing audit program implemented, and corrective actions developed.
- Response personnel are inducted, trained, supervised and adequately resourced.
- Investigations conducted into response specific incident reports in Protecht.
- Monitor and report on safety, wellbeing and WHS compliance, risks and opportunities.

Position criteria

1. WHS qualifications at a tertiary standard and/or equivalent experience in a health and safety environment.
2. Knowledge and experience in the interpretation and implementation of WHS related legislation, especially the NSW WHS Act 2011 and the NSW WHS Regulation 2017.
3. Demonstrated experience in the areas of workplace risk management, hazard identification and incident investigation.
4. Ability to coordinate/support any response related WHS incident investigations and SafeWork NSW notifications etc.
5. Ability to undertake and report on workplace and operational audits and make recommendations to address identified deficiencies.

Local Incident Controller

Local Incident Controller has overall responsibility for management of all activities and personnel deployed to resolve the incident in an area of responsibility defined by the SCC, and provides leadership of the response to achieve agreed, planned and documented objectives. See organisational chart – [Figure 7](#) and [Figure 8](#).

Emergency financial delegation: \$100,000

Responsibilities

1. Control the direction of the response in the designated area of operations.
2. Effective management of the control centre (where established).
3. Inter-agency coordination, cooperation and sharing of information through agreed pathways.
4. Establish and maintain a safe work environment.
5. Initiate relief and recovery arrangements.
6. Liaise with State Coordination Centre (SCC)

Outputs

- Take charge and exercise leadership, including the establishment and maintenance of the incident management structure.
- Set objectives for the area of operations, considering the safety of the community and response personnel as a priority.
- Apply a risk management approach, and implement systems, policies and procedures.
- Develop and approve plans and strategies to control the incident, including implementing and monitoring the Incident Action Plan (IAP).
- Ensure situation reports are regularly prepared and distributed.
- Establish effective liaison and cooperation with all relevant agencies, affected communities and others external to the incident management team (IMT).
- Ensure sufficient human and physical resources required for the resolution of the incident, including establishing Forward Command Posts (FCPs) if required.
- Ensure effective communications within and beyond the incident control structure.
- Ensure appropriate financial delegations are in place.

Position criteria

1. Substantial experience relevant to role, including extensive experience in managing the political, legal and industry aspects of a response.
2. Demonstrated ability to work effectively in a team, independently and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to communicate information, advice and decisions to all areas of the response.
6. Sound ability to analyse complex problems strategically.

Local Deputy Incident Controller

The Local Deputy Incident Controller can be delegated responsibility for particular tasks as determined by the Local Incident Controller.

Emergency financial delegation: \$100,000

Local Safety Advisor

The Safety Advisor role provides safety advice and oversight of field operations. The role reports to the Local Incident Controller, FCP Officer in Charge or State Safety Officer (depending on structure) and ensures the departments Work Health and Safety (WHS) and wellbeing systems are being implemented to protect response personnel and the community. The Safety Advisor works closely with the State Safety Officer to implement a consistent operational approach to WHS and personnel wellbeing.

Emergency financial delegation: nil

Responsibilities

1. Implement the incident response WHS system at the operational level. This includes monitoring, evaluating and recommending improvements to WHS management for field operations in real time.
2. Work closely with the State Safety Officer to build and maintain strong engagement with response personnel to actively reinforce, promote and support a strong WHS and wellbeing culture.
3. Conduct audits to ensure operational activities are being conducted appropriately.
4. Ensure incidents, accidents and near miss reports are entered using the departments safety system (e.g. Protecht) are being managed.
5. Work collaboratively with response personnel in relation to briefings/debriefings, worker induction, operational planning, education and compliance in relation to WHS.
6. Implementation of WHS emergency management policies, procedures, processes, and risk assessments under the direction of the State Safety Officer.

Outputs

- Oversight of operational risk assessments of incident hazards to ensure specific precautions developed appropriately manage known risks.
- Contributions made to local briefings and planning (e.g. IAP, medical, and operational plans) by providing updates and safety advice for proposed strategies and tactics.
- WHS and wellbeing audit program undertaken. Corrective actions identified and recommended.
- Response personnel are inducted, trained, supervised and adequately resourced.
- WHS reports for incidents (accidents, injuries, near misses etc.), investigations, equipment use (including PPE), induction, training updated.

Position criteria

1. WHS qualifications at a tertiary standard and/or equivalent experience in a health and safety environment.
2. Knowledge and experience in the interpretation and implementation of WHS related legislation, especially the *NSW WHS Act 2011* and the *NSW WHS Regulation 2017*.
3. Demonstrated experience in the areas of workplace risk management, hazard identification and incident investigation and reporting.
4. Ability to implement and maintain a WHS system and understand the operational context of the incident.
5. Demonstrated ability to work effectively in a team and independently.
6. Effective communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Agency Liaison Officer

Agency Liaison Officer is responsible for providing a link between their own agency and other agencies and organisations, so that the response objectives are achieved. This involves providing agency-specific advice, access to resources and contributing to decision making. It is imperative that personnel undertaking this role have the authority to act on behalf of their agency or organisation and are authorised to commit organisational resources. An Agency Liaison Officer may be appointed to liaise on recovery.

Emergency financial delegation: nil

Responsibilities

1. Inter-agency coordination, cooperation and shared information through agreed pathways.
2. Provision of advice to the Incident Controller or position you report to, on issues related to home agency/organisation or potential problems in resolving the incident.
3. Provision of information to the incident management team in the development of the Incident Action Plan (IAP).
4. Provision of advice in relation to resources and support available from home agency/organisation.
5. Be the contact point for home agency/organisation.

Outputs

- Participate in planning meetings, providing current resource status, including limitations and capability of home agency/organisation.
- Provision of intelligence and reports on home agency's current and projected commitments.
- Relay current situation, direction and tasking to the home agency on behalf of the Incident Controller.
- Maintain contact information for home agency.
- Liaise with other liaison officers to facilitate coordinated action.
- Debrief with home agency at end of response to identify key lessons and coordinate this input into other debriefs and reports.

Position criteria

1. Substantial experience relevant to role, including experience in representing home agency and liaising with other organisations in pressure situations or similar.
2. Sound knowledge of home agency policies and available resources, with authorisation to make decisions and commit resources on behalf of home agency.
3. Demonstrated ability to work effectively in a team, independently, and as a team leader.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to coordinate resources within a multi-agency response.

Industry Liaison Officer

Industry Liaison Officer (e.g., Liaison Livestock Industry) is responsible for providing advice and guidance from a livestock, plant or other primary production industry perspective about matters relating to the emergency. The Industry Liaison Officer reports to the Incident Controller and works with the Planning/Intelligence functions. It is imperative that personnel undertaking this role have the authority to act on behalf of their agency, organisation, or industry.

Emergency financial delegation: nil

Responsibilities

1. Represent affected industry.
2. Provision of industry technical advice and information to the Incident Controller or position you report to, including potential problems in resolving the incident and possible solutions.
3. Provision of information to the incident management team in the development of the Incident Action Plan (IAP) and supporting plans.
4. Provision of advice in relation to resources and support available from industry.
5. Be the contact point for industry.

Outputs

- Participate in planning, providing current resource status, including limitations and capability of industry.
- Provision of intelligence and reports to inform policy, appropriate control or eradication measures, and stakeholder engagement material.
- Relay approved information including current situation and direction to industry on behalf of the Incident Controller.
- Positive working relationships with primary stakeholders established and maintained, including maintaining contact information for industry.
- Liaise with other liaison officers to facilitate coordinated action.
- Make recommendations for continuous improvement, e.g., updates to plans, procedures, training and systems, to both DPIRD and industry.
- Hold a debriefing with industry representatives at end of response to identify key lessons and coordinate this input into other debriefs and reports.

Position criteria

1. Substantial experience relevant to role, including extensive experience in representing the affected industry and liaising with other organisations in pressure situations or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Demonstrated ability to analyse data, plan and develop strategies to support policy.

Planning

The Planning function provides support for the control of the incident through:

- Evaluation and analysis of intelligence on the current and forecast situation, the preparation of options analysis, and development of potential incident objectives.
- Undertaking risk assessments.
- Preparation and dissemination of the plans that are used to control the incident.
- Provision of specialist and technical advice.
- Collection and maintenance of information for resources that are allocated to the incident.
- Provision of management support services.

Planning and Intelligence functions are closely linked. For more complex incidents, a separate Intelligence section may be formed. For smaller incidents, the Intelligence unit may be part of the Planning function. See organisational chart – [Figure 10](#).

State Planning Officer

State Planning Officer is part of the State Incident Management Team (IMT) and leads the Planning function to provide direction of the response through the development and implementation of response plans and policies. The Planning function usually also include the Intelligence function.

Emergency financial delegation: \$50,000

Responsibilities

1. Participate in the State IMT, representing and managing the Planning function including management support services, and Intelligence function (when assigned).
2. Evaluation and analysis of intelligence on the current and forecast situation.
3. Preparation of options analysis and development of incident objectives, strategies, and risk assessments.
4. Prepare, distribute, monitor, and review the Incident Action Plan (IAP) and supporting plans (e.g., communications, surveillance, and demobilisation plans).
5. Provide reports on implementation of plans and strategies.
6. Maintenance of information on resources (human and physical).
7. Liaise with LCC Planning Officer and manage FCP planning support staff (when the FCP reports to the SCC) to ensure response strategies and plans are consistently implemented.

Outputs

- Planning function (and Intelligence function when assigned) appropriate to the size and complexity of the incident.
- Risks (new and emerging) identified, addressed, and monitored.
- Advice provided on significant observations, trends or predictions about the nature or course of the response.
- Options analysis involving alternate incident objectives and strategies.
- IAP and supporting plans prepared, disseminated, and monitored.
- Resource needs determined, monitored, and forecasted.
- Monitoring and audit program implemented.
- Response information flow maintained.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, policy development or similar, or planning experience.
 2. Demonstrated ability to work effectively in a team, independently, and as a leader.
 3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
 4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
-

State Deputy Planning Officer

State Deputy Planning Officer supports the State Planning Officer in leading the Planning function. The State Planning Officer will determine the focus for the Deputy.

Emergency financial delegation: \$50,000

Legal Officer

Legal Officers are responsible for providing legal services and advice to ensure response activities are conducted according to state and Commonwealth legislation in a timely manner.

Emergency financial delegation: nil

Responsibilities

1. Provide technical knowledge to ensure all strategies and operations are legal.
2. Prepare or coordinate approved legal instruments and prosecutions.
3. Provision of legal advice on specific issues as they arise.
4. Contribute to the development of plans to resolve the incident.
5. Liaise with appropriate department/agency personnel to ensure advice addresses relevant legal requirements to minimise risk to industry, community, and government.

Outputs

- Provide legal advice on proposed strategies and jurisdictional plans.
- Provide recommendations of enhancements/changes to policies and procedures.
- Legal instruments such as emergency orders.
- Conduct legal review of orders, notices, and other matters.
- Address response legal matters, e.g., matters for prosecution.
- Ensure personnel have appropriate delegated powers.

Position criteria

1. Completed a law degree and holder of a current practising certificate authorising practice as a lawyer in Australia.
2. Experience of relevant legislation and state legal procedures.
3. Demonstrated ability to work effectively in a team and independently.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Demonstrated ability to analyse data, plan and develop strategies to support policy.

Local Planning Officer

Local Planning Officer is part of the Incident Management Team (IMT) and leads the Planning function to provide direction of the response through the development and implementation of response plans and policies.

Emergency financial delegation: \$30,000

Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Planning function (and Intelligence function (when assigned)) including management support services.
2. Evaluation and analysis of intelligence on the current and forecast situation.
3. Preparation of options analysis and development of area of operation objectives, strategies, and risk assessments.
4. Prepare, distribute, monitor and review the Incident Action Plan (IAP) and supporting plans (e.g. communications plan, surveillance, and demobilisation plans).
5. Liaise with SCC Planning Officer to ensure alignment of planning objectives
6. Provide reports on implementation of plans and strategies.
7. Collection and maintenance of information on resources (human and physical) allocated to the incident.

Outputs

- Planning (and Intelligence) function/s appropriate to the size and complexity of the incident.
- Obtain intelligence from the Intelligence function/unit for the development of the IAP.
- Establish and maintain sources of information, including local knowledge (through the Community Liaison Unit).
- Identify new and emerging risks for the incident and address in the IAP or supporting plans.
- Provide advice on significant observations, trends or predictions about the nature or course of the response.
- Undertake options analysis involving alternate incident objectives and strategies.
- Prepare and disseminate the IAP and supporting plans.
- Monitor effectiveness of IAP including risk mitigation strategies.
- Determine, monitor and forecast resource needs.
- Information capture and reporting systems implemented enabling issuing of situation reports and display of information geographically.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, policy development or similar or planning experience.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Local Deputy Planning Officer

Local Deputy Planning Officer assists in leading the Planning function and is delegated responsibility for particular tasks as determined by the Local Planning Officer.

Emergency financial delegation: \$30,000

Planning Team Leader

Planning Team Leader is responsible for managing the Plans or Resources Units and supports the Planning Officer in meeting the Planning section responsibilities.

Plans Unit - collect, collate, analyse (or interpret) and disseminate information, develop plans (e.g. Incident Action Plan), and integrate risk management.

Resources Unit - manage and forecast resource requirements, such as facilities, equipment, human resources, financial resources, and supporting resources and services that are required to achieve the incident objectives.

Responsibilities

1. Manage the Plans or Resources Unit.
2. Work with the Intelligence function/unit to develop strategies, analyse risk and likely outcomes.
3. Manage resource availability across the incident and over shifts to meet incident needs and safety requirements.
4. Evaluation and analysis of intelligence on the current and forecast situation, including resource needs.
5. Prepare options analysis and develop incident objectives and strategies.
6. Undertake risk assessments in support of the development of the IAP.
7. Prepare and disseminate the IAP, including a resources plan.
8. Review of the incident progress against the IAP.

Outputs

Plans

- Obtain intelligence from the Intelligence function/unit for the development of the IAP.
- Undertake options analysis involving alternate incident objectives and strategies.
- Identify risks, risk mitigation strategies and likely outcomes.
- Ensure current national plans, relevant legislation, policies, emergency management arrangements and procedures are considered in decision making and forming advice.
- Monitor in conjunction with the Operations function, the effectiveness of risk mitigation.
- Policy review, and recommendations on policy areas needing development.
- Develop, document, and monitor the IAP and supporting plans.

Resources

- Manage and track resources including personnel.
- Accessible and timely information on incident resources and their status, including provision of data for situation reports and Public Information function.
- Resource forecasting information from other sections captured, communicated and plans developed based on projections made by Intelligence and Plans Units.
- Plan to meet projected personnel requirements developed in liaison with Logistics.

Position criteria

1. Substantial experience relevant to role, including experience in team leadership, policy development or similar, and the ability to identify, assess and treat risks.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Planning Support

Planning Support is responsible for assisting the units in the Planning function – Plans, Resources, Communications Planning Units. The role can support a Planning Team Leader, or the Planning Officer.

Responsibilities

1. Complete tasks assigned by Team Leader or Planning Officer, which may include:
 - a. collect, evaluate and analyse intelligence to assess current and future situations
 - b. undertaking risk assessments to inform planning processes
 - c. prepare options analysis, and to support the development of incident objectives and strategies
 - d. use systematic decision-making processes
 - e. update information in systems to influence planning and decision making
 - f. assist in the development and assessment of plans, including resource planning.

Outputs

- Liaise with units/functions to obtain information required to support tasks.
- Analysis of data and risk assessments to support unit objectives.
- Contribute to the development of plans, e.g. Incident Action Plan, resource plans.
- Provision of services to support the Planning function.

Position criteria

1. Experience relevant to role, including experience in project planning, risk assessments or similar.
2. Demonstrated ability to work effectively in a team and independently.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills.

Management Support

The Management Support role is responsible for the provision of administrative support to the Incident Controller and others, document management, and record keeping to support information flow. Management support staff can be deployed to other functions within the IMT.

Responsibilities

1. Management support role – in Planning
 - a. Facilitate information flow throughout the incident e.g., assist in collation, production, and distribution of the IAP.
 - b. Manage reception, in consultation with Logistics.
 - c. Document management, including ensuring document register is maintained.
 - d. Record keeping.
2. Management support role – in other Sections and Units
 - a. Report to and be supervised by the assigned Section or Unit Lead, e.g., Incident Controller.
 - b. Facilitate information flow throughout the incident.
 - c. Administrative services, e.g., photocopying, typing.
 - d. Document management, e.g., procedures registration and control.
 - e. Record keeping.

Outputs

- Up to date document register with current documents available to response personnel.
- Records maintained accurately and in a timely manner.

Position criteria

1. Experience relevant to role, including administrative, document management or record keeping support services or similar.
2. Demonstrated ability to work effectively in a team and independently.
3. Highly developed communication (oral and written) and interpersonal skills, including ability to communicate information, advice, and decisions.

Auditor

Auditor is responsible for coordinating and/or conducting audits/assessments to:

- verify the degree of compliance with emergency management (EM) plans, policies, procedures, risk assessments and relevant legislation
- provide assurance that personnel are complying with requirements e.g., policies, plans, procedures
- identify issues and non-conformances for investigation and corrective action to prevent reoccurrence during the response
- identify and document opportunities for improving the management of emergencies e.g., during responses and the after action review (AAR) process
- strengthen EM knowledge and capabilities through increased coaching opportunities.

Responsibilities

1. Conduct assessments and audits according to the guide *Auditing and assessing emergency responses*.
2. Liaise with response and recovery personnel to effectively conduct audits and assessments.
3. Investigate and report on trends in conformance and non-conformance.
4. Facilitate implementation of corrective actions during a response.
5. Identify areas of safety that can be improved in consultation with Safety Officer/Advisor/s.

Outputs

- Assessments and audits conducted and reported.
- Identify risks, risk mitigation strategies relevant to the areas audited.
- Identify opportunities for improving management of emergencies.

Position criteria

1. Experience in auditing, evaluation, or compliance, including emergency response experience.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data and compare to organisational requirements.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to identify, assess and treat risks.

Intelligence

This function provides intelligence necessary to support decision-making through:

- collection and managing quality data for the current and forecast situation
- processing of information into timely, accurate and relevant intelligence
- organise and display intelligence as a Common Operating Picture that is relevant, accessible and supports decision-making, planning and monitoring of the response.

The Intelligence function may be a unit within the Planning function for less complex incidents, however the responsibilities of the function/unit are the same. See organisational chart – [Figure 11](#).

State Intelligence Officer

State Intelligence Officer, when appointed, is part of the State Incident Management Team (IMT) and leads the Intelligence function to collect and analyse information and provide intelligence to support decision making, planning, and monitoring of the response. In smaller incidents the Intelligence Unit is part of the State Planning function and may be led by the State Deputy Planning Officer.

Emergency financial delegation: \$50,000

Responsibilities

1. Participate in the State IMT, representing and managing the Intelligence function.
2. Collect and analyse information on the current and forecast incident situation, including provision of situation reports.
3. Organise, display and disseminate intelligence in the form of a Common Operating Picture.
4. Provision of intelligence products and services, including maintenance of data quality and security and delivery of system training.
5. Liaise with LCC Intelligence Officer and manage FCP Intelligence support staff (when the FCP reports to the SCC).

Outputs

- State Intelligence function appropriate to the size and complexity of the incident.
- Plan the collection and analysis of information based on the incident objectives.
- Coordinate the gathering of quality information and provision of systems training.
- Ensures the processing of information collected into a form suitable for analysis.
- Analyse information collected on the current and projected incident situation and turn it into intelligence products suitable for other sections.
- Analyse the incident environment, including key risks, worst-case scenarios and potential outcomes.
- Ensures the provision of specialist intelligence services, such as mapping information, weather, disease/pest behaviour, epidemiology advice, and the preparedness of communities and organisations impacted by the incident.
- Provision of situation reports.
- Monitor performance of information management systems and resolve issues, including determining software changes. Liaise with Systems Support (in Logistics), software developers, Local Intelligence section and State IMT.

- Work with Systems Support to ensure the security of data held within the information management system.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, policy development or similar or planning experience.
 2. Demonstrated ability to work effectively in a team, independently, and as a leader.
 3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
 4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
-

State Deputy Intelligence Officer

State Deputy Intelligence Officer assists in leading the Intelligence function and is delegated responsibility for particular tasks as determined by the State Intelligence Officer or State Planning Officer (if State Intelligence Officer not appointed).

Emergency financial delegation: \$50,000

Systems Developer

Systems Developer is responsible for developing and implementing IT applications and programs for response systems including MAX, One Blink forms, WebEOC and MS Power Platform. This includes the evaluation of existing applications and identifying and testing new solutions.

Responsibilities

1. Requirements gathering with response personnel.
2. Develop IT solutions (applications and programs) to be used in response systems.
3. Provide technical support to response staff.
4. Writing, testing, and deploying solutions.
5. Diagnosing and fixing bugs and system risks.
6. Evaluating and improving existing system applications.
7. Creating operating manuals and documentation.
8. Coordinate contractors.
9. Collaborate with Systems Support.

Outputs

- Response applications and programs including MAX templates.
- Bug fixes.
- Operating guides, documentation, and training material.
- Maintenance of existing response systems excluding department-wide systems.

Position criteria

1. Experience relevant to role, including experience in systems development.
2. Demonstrated ability to work effectively in a team and independently.
3. Ability to organise workplace information.
4. Highly developed communication (oral and written) and interpersonal skills.

Local Intelligence Officer

Local Intelligence Officer is part of the Incident Management Team (IMT) and leads the Intelligence function to collect and analyse information and provide intelligence to support decision making, planning and monitoring of the response. In smaller incidents the Intelligence Unit is part of the Planning function and may be led by the Deputy Intelligence Officer or Deputy Planning Officer. Emergency financial delegation: nil.

Responsibilities

1. Participate in the IMT, representing and managing the Intelligence function.
2. Collect and analyse information on the current and forecast incident situation, including provision of situation reports.
3. Organise, display, and disseminate intelligence in the form of a Common Operating Picture.
4. Provision of intelligence products and services, including maintenance of data quality and security and delivery of system training.
5. Monitor performance of information management systems and resolve issues, including determining potential software changes for State to address.
6. Ensure the security of data held within the information management system.

Outputs

- Intelligence function appropriate to the size and complexity of the incident.
- Plan the collection and analysis of information based on the incident objectives.
- Coordinate the gathering of quality information and provision of systems training.
- Process information collected into a form suitable for analysis.
- Analyse information collected on the current and projected incident situation and turn it into intelligence products suitable for others, e.g., Planning, Public Information, Incident Control.
- Identify sources of information and maintain collection processes and systems.
- Development and dissemination of the intelligence products such as incident situation reports, maps, common operating picture, and technical advice.
- Analyse the incident environment, including the key risks, worst-case scenarios and potential outcomes.
- Provide specialist intelligence services, e.g., mapping information, weather, disease/pest behaviour, and the preparation of communities and organisations impacted by the incident.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, policy development or similar or planning experience.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy, including ability to identify, assess and treat risk.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Local Deputy Intelligence Officer

Local Deputy Intelligence Officer assists in leading the intelligence function and is delegated responsibility for tasks as determined by the Local Intelligence Officer or Local Planning Officer (if Local Intelligence Officer not appointed). Emergency financial delegation: nil.

Situation Support

Situation Support is responsible for situational awareness, and the sharing of that 'picture' through visualisation and sharing systems (e.g., situation report, knowledge wall, dashboards). This includes the dissemination of current information about the incident covering activities undertaken, milestones reached and actions to be taken in the immediate future.

Responsibilities

1. Disseminate and promote situational information through visualisation and sharing of intelligence products created by Data Intelligence (may include the Common Operating Picture, Reports, BioMAP, data management reports).
2. Collect, analyse and organise additional situation information to produce intelligence that contributes to the situational report.
3. Ensure that incident information is accessible to personnel, support organisations, and agency chain of command.
4. Liaise with Data Assurance to ensure data integrity
5. Use systematic decision-making processes to maintain situational awareness.
6. Liaise with other units and functions.

Outputs

- Supported analysis of collected and collated data.
- Improved data quality.
- Situation reports produced, approved, and disseminated.
- Maintenance of visual information sharing systems e.g., status boards, maps.

Position criteria

1. Experience relevant to role, including experience in information collation and report writing or similar.
2. Demonstrated ability to work effectively in a team and independently.
3. Ability to organise workplace information.
4. Strong analytical skills and attention to detail.
5. Understanding of incident management systems and business processes.
6. Highly developed communication (oral and written) and interpersonal skills.

Data Intelligence

Data Intelligence role is responsible for the development and maintenance of reporting and intelligence products (e.g. Common Operating Picture (COP), Power BI reports, BioMAP), monitoring the flow of data, and creating data models to support situational awareness and decision-making.

In small to medium scale responses this role may also cover mapping responsibilities and/or work closely with mapping personnel to publish spatial data (e.g. BioMAP) due to the restriction of appropriate credentials.

In all responses, this role will retain responsibility for publishing spatial web services in the absence of a Mapping Team Leader.

Responsibilities

1. Consult with the IMT and subject matter experts (e.g. epidemiologist) to design data models and reports.
2. Ensure reporting and intelligence products are available, administered, and configured, in consultation with Systems Support.
3. Transform raw data into operational insights through analysis, modelling and visualisation.
4. Brief and train Situation Support (and other intelligence and planning function roles) on the use of reporting and intelligence products and information flow, so they can promote and disseminate situational awareness effectively.
5. Where required, publish spatial layers and services into BioMAP or other systems (in absence of Mapping Team Leader).
6. Coordinate closely with Mapping personnel to align spatial and non-spatial intelligence outputs.

Outputs

- Timely development of fit-for-purpose intelligence products including the Common Operating Picture (COP).
- Development and maintenance of data models.
- Reports and visual electronic information sharing systems available e.g., dashboards.
- Personnel able to use reporting and intelligence products and maintain information flow.

Position criteria

1. Proficiency and administrative access to intelligence tools and software (e.g., SQL, PowerBI, BioMAP and Esri suite).
2. Proven experience in data governance, architecture, analysis, or a similar role.
3. Strong analytical skills and attention to detail.
4. Demonstrated ability to work effectively in a team and independently.
5. Good communication skills.
6. Understanding of incident management systems and how data products support response coordination.

Data Assurance

Data Assurance role is responsible for monitoring the flow and integrity of data, supports quality checks, identifies issues, and liaises with subject matter experts or technical roles for resolution. The role supports operational, and intelligence decisions by ensuring accurate, complete and timely information.

Responsibilities

1. Ensure data and information workflow standards are met by monitoring the quality, integrity and timeliness of data input (with support from the Situation Support role).
2. Identify and resolve data quality issues in real-time (including but not limited to inconsistencies, gaps and duplication).
3. Works closely with Operations to support high data quality standards and to verify data accuracy.
4. Provide guidance and training on data integrity best practices.
5. Liaise with Data Intelligence to build tools to support the response.

Outputs

- Personnel able to use reporting and intelligence products and maintain information flow.
- Data quality, integrity, and timeliness maintained.

Position criteria

1. Proven experience in data quality management, data analysis, or a similar role.
2. Strong analytical skills and attention to detail.
3. Proficiency in tools and software relevant to the role (e.g., MAX, PowerBI, Excel).
4. Demonstrated ability to work effectively in a team and independently.
5. Understanding of incident management systems and business processes.
6. Good communication skills.

Mapping

Mapping/GIS personnel are responsible for collating incident-specific geographic information and data, to produce appropriate products and outputs (such as electronic and paper maps) to support decision making and situational awareness.

In a small to medium-scale response, mapping responsibilities may be fulfilled by Data Intelligence (as publishing web services requires access to restricted administrative credentials).

In a larger response, a Mapping Team Leader fills an Administrator role and is responsible for the management of data and publishing of web services. Additional mapping roles would perform analysis and production of mapping products.

Responsibilities

1. Attain and synthesise data and information.
2. Provision of GIS products to assist in maintaining situational awareness, assist planning and conduct of operational activities.
3. Publishing of web services and layers (e.g. into BioMAP) (restricted to personnel with administrative access, which includes personnel in the Data Intelligence role).

Outputs

- Maintenance of mapping systems and spatial data including sourcing new data (from internal and external sources), transferring, and archiving data.
- Evaluation of spatial data quality.
- Production and distribution of maps and spatial analysis, with supporting documentation.
- New data created as required, e.g., legally defined zones.

Position criteria

1. Substantial experience relevant to role, including extensive experience in mapping and GIS or similar.
2. Demonstrated ability to work effectively in a team and independently.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills.
5. Demonstrated high level skills in contemporary GIS practices including map production, spatial analysis, spatial projections and metadata and ability to acquire necessary spatial datasets.

Technical Specialist

Technical Specialists are responsible for providing wide ranging technical input, advice and guidance for the response.

Responsibilities

1. Provide technical knowledge and input into incident analysis and planning.
2. Gather data and analyse data and information.
3. Provision of technical advice.
4. Contribute to the development and assessment of plans to resolve the incident.

Outputs

- Activities and strategies reviewed, and any technical issues identified.
- Provide recommendations of enhancements/changes to policies and procedures.
- Provide information for community briefings and material for media releases, in consultation with Public Information function.
- Forecast likely/alternative response situations and document control options.
- Analyse sources of technical information.

Position criteria

1. Substantial experience relevant to incident.
2. Demonstrated ability to work effectively in a team and independently.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Demonstrated ability to analyse data, plan and develop strategies to support policy.

Epidemiologist

Epidemiologists are responsible for providing technical input, advice and analysis of data for biosecurity responses, in the Modelling and Predictions unit of the Intelligence function. Collected technical data is analysed to determine how disease or pest infestation is spreading, determine mitigation strategies to minimise spread, predict rates of disease spread, impacts of the disease, and escalation or de-escalation of an incident. They also undertake risk assessments to determine the impact of decisions such as those relating to movements and controls.

Responsibilities

1. Provide technical knowledge and input into incident analysis and planning.
2. Gather and analyse data and report on findings.
3. Provision of technical advice.
4. Contribute to the development, assessment and review of operational documents including plans and strategies to resolve the incident.
5. Undertake Rapid Risk Assessments (RAA) to determine impact of potential decisions on the response and potential mitigation strategies.
6. Communicate effectively with the Operations section to quickly determine epidemiology of disease/pest and how it is spreading between premises.

Outputs

- Activities and strategies reviewed, and any technical issues identified.
- Provide advice and recommendations of enhancements/changes to plans, policies and procedures.
- Provide information for community briefings and material for media releases, in consultation with Public Information function.
- Forecast likely/alternative response situations and document control options.
- Develop case definition, methods to detect spread and to prove freedom, for biosecurity responses.
- Identify and analyse sources of technical information.
- Develop a Surveillance strategy.
- Undertake Rapid Risk Assessments (RRA).
- Develop documents such as guides to assist operational staff.
- Epidemiology report for Hazard Owner and Incident Controller/s, which may include information such as network spread diagrams, epi curves, information on individual cases, potential sources of infection/infestation and methods of spread.

Position criteria

1. Substantial experience and qualifications relevant to incident.
2. Demonstrated ability to work effectively in a team and independently.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Demonstrated ability to analyse data, plan and develop strategies and supporting documents to support policy.

Operations

The Operations function varies with the hazard type and activities necessary to resolve the incident, however the general structure remains consistent with AIIMS structure.

The Operations function provides support for control of the incident through:

- implementation of strategies to resolve the incident
 - management of all activities that are undertaken directly to resolve the incident
 - management of all resources (people and equipment) assigned to Operations.
-

State Operations Officer

State Operations Officer is part of the State Incident Management Team (IMT) and leads the Operations function to implement actions to resolve the incident, consistent with the objectives defined in the Incident Action Plan. See organisational charts – [Figure 13](#) and [Figure 14](#).

Emergency financial delegation: \$50,000

Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Operations function including FCPs which report directly to the SCC.
2. Establish and maintain safe work practices.
3. Implement the Incident Action Plan (IAP).
4. Identify current and future resource requirements for Operations function.
5. Report on the implementation of plans and strategies, including emerging risks, resource status and costs.
6. Liaise with LCC Operations Officer and FCP Officer in Charge to ensure response actions and plans are consistently implemented.

Outputs

- Operations function appropriate to the size and complexity of the incident, including establishing and managing FCPs if required.
- Safe work environment established and maintained including investigating WHS incidents.
- Establish and maintain effective liaison arrangements and cooperation with relevant people, sections, organisations, and contractors.
- Provide or coordinate advice in relation to operational activities, problems, and solutions.
- Assigned resources are tracked and managed effectively.
- Ensure systems are used to manage data and information.
- Monitor compliance to plans, policies and procedures, and implement improvements.

Position criteria

1. Substantial experience relevant to role, including extensive experience in emergency operations management or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Ability to analyse complex problems and produce practical solutions with clear priorities.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

State Deputy Operations Officer

State Deputy Operations Officer supports the State Operations Officer in leading the Operations function to provide direction of the response through the development and implementation of response plans and policies. The State Operations Officer will determine the focus for the Deputy.

Emergency financial delegation: \$50,000

State Aviation Manager (SAM)

The State Aviation Manager (SAM) is responsible for acquiring aviation assets through the NSW RFS State Air Desk (SAD) and deploying them to Local Air Operations Managers (LAOMs) for taskings along with providing expert technical advice on aviation governance and approval requirements. This role reports to the State Operations Officer.

Emergency financial delegation: nil

Responsibilities

1. Provision of safety and technical aviation advice to State Incident Management Team.
2. Manages requests and allocations of aviation resources at a state level for deployment to local operations.
3. Ensures appropriate and cost-effective aircraft use.
4. Liaises with NSW RFS SAD to request, deploy to local areas, and return aviation assets.
5. Ensures LAOMs request and allocate aviation assets in accordance with DPIRD aviation documents.
6. Undertake strategic oversight of aircraft taskings within a local area.
7. Review and audit financial records for completed aviation tasks.

Outputs

- Review, assess, and action requests for aviation resources at a state level in line with DPIRD aviation documents.
- Maintain aviation records and report on activity.
- Communicate information on resource requests, resource status, significant changes, emerging risks.
- Investigate near misses, injuries, or reports of miss use or non-compliance of aviation tasks with aviation operational plans or risk assessments.

Position criteria

1. Knowledge and demonstrated aviation experience including working with DPIRD's aviation policies, procedures, guides, task profiles and forms.
2. Experience in providing briefings and debriefings to response personnel and contractors.
3. Ability to provide leadership in aviation use at a state level.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.

Local Operations Officer

Local Operations Officer is part of the Incident Management Team (IMT) and leads the Operations function to implement actions to resolve the incident, consistent with the objectives defined by the Incident Controller. See organisational charts – [Figure 13](#) and [Figure 14](#).

Emergency financial delegation: \$50,000

Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Operations function including Forward Command Posts (FCPs).
2. Develop and implement operational plans, and contribute to the development of the Incident Action Plan (IAP).
3. Identify current and future resource requirements for Operations function.
4. Report on the implementation of plans and strategies, including emerging risks, resource status and costs.

Outputs

- Operations function appropriate to the size and complexity of the incident, including establishing and managing FCPs if required.
- Ensure a safe work environment is established and maintained including investigating WHS incidents.
- Establish and maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors.
- Provide or coordinate advice in relation to operational activities, problems, and solutions.
- Ensure assigned resources are tracked and managed effectively.
- Ensure systems are used to manage data and information.
- Monitor compliance to plans, policies and procedures, and implement improvements.

Position criteria

1. Substantial experience relevant to role, including extensive experience in emergency operations management or similar.
 2. Demonstrated ability to work effectively in a team, independently, and as a leader.
 3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
 4. Ability to analyse complex problems and produce practical solutions with clear priorities.
 5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
-

Local Deputy Operations Officer

Local Deputy Operations Officer assists in leading the Operations function and is delegated responsibility for particular tasks as determined by the Local Operations Officer.

Emergency financial delegation: \$50,000

Officer-in-Charge (of FCP)

Officer-in-Charge leads the Forward Command Post (FCP) and is responsible for field activities, gathering intelligence and provision of links to the local community in biosecurity, locust, and natural disaster emergencies for a designated area. Activities may include community engagement, surveillance, destruction, disposal, decontamination, vaccination, and movement control. See organisational chart – [Figure 9](#).

Emergency financial delegation: \$50,000

Responsibilities

1. Manage the Forward Command Post.
2. Plan and manage field operations activities in the area of operation, including coordinating contractors.
3. Manage current and plan for future resource requirements.
4. Report on the implementation of plans and strategies, including emerging risks and resource status.

Outputs

- FCP appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Establish and maintain a safe work environment.
- Establish and maintain effective liaison arrangements and cooperation with relevant people, sections, organisations, and contractors.
- Track and manage assigned resources.
- Provide reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements.

Position criteria

1. Substantial experience relevant to role, including experience in managing complex field activities or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Infected Premises Operations Manager

Infected Premises Operations (IP Ops) Manager leads the Infected Premises Operations Unit and is responsible for field biosecurity measures including inventory and valuation, destruction, disposal and decontamination activities on allocated premises.

Emergency financial delegation: \$10,000

Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the IP Operations unit.
2. Plan and conduct biosecurity measures on allocated premises.
3. Manage current and plan for future resource requirements.
4. Report on the implementation of plans and strategies, including emerging risks and resource status.

Outputs

- IP Ops Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Establish and maintain a safe work environment.
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors.
- Track and manage assigned resources.
- Provide reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Substantial experience relevant to role, preferably with experience in infected premises coordination, operations or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Movements Manager

Movements Manager leads the Movements Unit and is responsible for biosecurity measures, such as permits, orders, checkpoints and field biosecurity, to control the movement of animals, plants, products, vehicles, people and carrier material that pose a biosecurity risk.

Emergency financial delegation: \$10,000

Responsibilities

1. Participate in the incident management team (IMT) if requested, representing, and managing the Movements unit.
2. Plan and conduct biosecurity measures in the area of operation.
3. Manage current and plan for future resource requirements.
4. Report on the implementation of plans and strategies, including emerging risks and resource status.

Outputs

- Movements Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Establish and maintain a safe work environment.
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations and contractors.
- Track and manage assigned resources.
- Provide reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements.

Position criteria

1. Substantial experience relevant to role, preferably with experience in biosecurity compliance operations or similar.
2. For biosecurity responses, authorised under the *Biosecurity Act 2015*.
3. Demonstrated ability to work effectively in a team, independently, and as a leader.
4. Demonstrated ability to analyse data, plan and develop strategies to support policy.
5. Experience in identification, assessment and treatment of risks, including work health and safety.
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Investigations Manager

Investigations Manager leads the Investigations Unit and is responsible for determining the extent and impact of the emergency by coordinating field surveillance, tracing and laboratory interface systems.

Emergency financial delegation: \$10,000

Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the Investigations Unit.
2. Plan and conduct field surveillance in the area of operation, including contractors.
3. Plan and manage tracing.
4. Manage laboratory liaison ensuring timely results.
5. Manage current and plan for future resource requirements.
6. Report on the implementation of plans and strategies, including emerging risks and resource status.
7. Liaise with Intelligence function (e.g. Epidemiology) to ensure timely operational decision making.

Outputs

- Investigations Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Establish and maintain a safe work environment.
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations, and contractors.
- Track and manage assigned resources.
- Provide reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements.

Position criteria

1. Substantial experience relevant to role, preferably with experience in field surveillance operations, epidemiology, compliance investigations or similar.
2. For biosecurity responses, preferably authorised under the *Biosecurity Act 2015*.
3. Demonstrated ability to work effectively in a team, independently, and as a leader.
4. Demonstrated ability to analyse data, plan and develop strategies to support policy.
5. Experience in identification, assessment and treatment of risks, including work health and safety.
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Vaccination Manager

Vaccination Manager leads the Vaccination Unit and is responsible for the use and control of vaccinations and/or medications to limit the extent and impact of the emergency.

Emergency financial delegation: \$10,000

Responsibilities

1. Participate in the incident management team (IMT) if requested, representing and managing the Vaccination Unit.
2. Plan and manage use of vaccine/medications in the area of operation, including coordinating contractors.
3. Manage current and plan for future resource requirements.
4. Report on the implementation of plans and strategies, including emerging risks and resource status.

Outputs

- Vaccination Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Establish and maintain a safe work environment.
- Maintain effective liaison arrangements and cooperation with relevant people, sections, organisations, and contractors.
- Track and manage assigned resources.
- Provide reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements.

Position criteria

1. Sound knowledge of vaccination/treatment techniques, reporting and registration requirements, and biosecurity requirements for working with infected or at risk animals.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Operations Manager (ND)

Operations Manager reports to the Operations Officer and is responsible for an Operations Division. The role is responsible for field activities to respond to and recover from a natural disaster or locust emergency, including coordinating surveillance (ground and aerial); damage assessments; treatment, destruction and disposal; and chemical distribution.

Emergency financial delegation: nil

Responsibilities

1. Participate in the incident management team (IMT) if requested, representing, and managing the Operations Division.
2. Plan and manage field operations activities in the area of operation, including coordinating contractors.
3. Manage current and plan for future resource requirements.
4. Report on the implementation of plans and strategies, including emerging risks and resource status.

Outputs

- Operations Division appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Establish and maintain a safe work environment.
- Establish and maintain effective liaison arrangements and cooperation with relevant people, sections, organisations, and contractors.
- Track and manage assigned resources.
- Provide reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to legislation, plans, policies and procedures, and implementation of improvements.

Position criteria

1. Substantial experience relevant to role, including experience in managing field activities or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.

Local Air Operations Manager

The LAOM is responsible for managing aviation assets allocated by the SAM and to oversee all aspects of the use of aviation assets at a local level as well as providing expert technical advice on aviation use and governance requirements. This role reports to the Local Operations Officer.

Responsibilities

1. Assesses the need for aviation use at a local level.
2. Provision of safety and technical aviation advice to Local Incident Management Team.
3. Liaises with SAM to acquire aviation assets for a local area.
4. Ensure all staff fully understand the safety requirements when working during aerial Operations including use of appropriately qualified, competent, and approved personnel.
5. Brief and debrief SAM, air crew, staff and contractors.
6. Ensures appropriate and cost-effective aircraft use.
7. Manage air operations.

Outputs

- Review, assess and action requests for aviation resources at a local level in line with DPIRD aviation documents.
- Manage aviation records and report on activity.
- Communicate information on resource requests, resource status, significant changes, emerging risks.
- Investigate near misses, injuries or reports of miss use or non-compliance of aviation tasks with aviation operational plans or risk assessments.

Position criteria

1. Knowledge and demonstrated aviation experience including aviation tasks and experience working with DPIRD's aviation policies, procedures, guides, task profiles and form.
2. Experience in providing field briefings and debriefings to response personnel and contractors.
3. Ability to provide leadership in aviation use at a local level.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.

Infected Premises Operations Coordinator

Infected Premises Operations (IP Ops) Coordinator is part of the IP Ops Unit and is responsible for coordination of inventory and valuation, destruction, disposal, and decontamination activities on allocated premises in biosecurity responses. Specific responsibilities will vary with the complexity, scale, and nature of the incident. In smaller incidents IP Ops Coordinators may be assigned more than one of these responsibilities.

Responsibilities

1. Coordinate the IP Ops Unit responsibilities on allocated premises including operational planning, tasking, resources, records, and safety for one or more of the following:
 - Inventory and valuation – provide inventory and valuation of all animals, plants and materials to be considered for destruction or damaged
 - Destruction – destruction of animals, plants and materials, including ensuring the welfare of animals
 - Disposal – disposal of destroyed animals, plants and materials, including coordinating bio-secure transport
 - Decontamination – removal of the disease/pest agent from premises by decontaminating facilities, buildings and equipment etc.
2. Report on incident situation, operations progress, emerging risks and the status of resources.

Outputs

- Assist in maintaining the IP Ops Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Maintain a safe work environment.
- Liaise and cooperate with relevant people, sections, organisations and contractors.
- Track and manage assigned resources.
- Provide data and information for reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Experience relevant to role, preferably experience in infected premises operations or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment, and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

Permit Coordinator

Permit Coordinator is part of the Movements Unit and is responsible for coordination the issuing of permits under the relevant legislation for the movements of animals, plants and materials that pose a biosecurity risk.

Responsibilities

1. Coordinate the issue of permits in compliance with the relevant legislation and policies.
2. Manage current and plan for future resource requirements.
3. Report on the implementation of policies and plans including emerging risks and resource status.

Outputs

- Assist in maintaining the Movements Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Maintain a safe work environment.
- Liaise and cooperate with relevant people, sections, organisations and contractors.
- Track and manage assigned resources.
- Provide data and information for reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Experience relevant to role, preferably experience in biosecurity compliance operations or similar.
2. For biosecurity responses, preferably authorised under the *Biosecurity Act 2015* (must be authorised if issuing legal instruments)
3. Demonstrated ability to work effectively in a team, independently, and as a leader.
4. Demonstrated ability to analyse data, plan and develop strategies to support policy.
5. Experience in identification, assessment, and treatment of risks, including work health and safety.
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

Mobile Security Coordinator

Mobile Security Coordinator is part of the Movements Unit and is responsible for coordination of field patrol teams who maintain biosecurity in the area of operation.

Responsibilities

1. Coordinate biosecurity in the field in compliance with the relevant legislation and policies.
2. Manage current and plan for future resource requirements.
3. Report on the implementation of policies and plans including emerging risks and resource status.

Outputs

- Assist in maintaining the Movements Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Maintain a safe work environment.
- Liaise and cooperate with relevant people, sections, organisations and contractors.
- Track and manage assigned resources.
- Provide data and information for reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Experience relevant to role, preferably experience in biosecurity compliance operations or similar.
2. For biosecurity responses, preferably authorised under the *Biosecurity Act 2015*.
3. Demonstrated ability to work effectively in a team, independently, and as a leader.
4. Demonstrated ability to analyse data, plan and develop strategies to support policy.
5. Experience in identification, assessment and treatment of risks, including work health and safety.
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

Tracing Coordinator

Tracing Coordinator is part of the Investigations Unit and is responsible for coordination of tracing biosecurity risks based on priority for the area of operation.

Responsibilities

1. Coordination of tracing into priority order and using appropriate techniques.
2. Ensure a consistent approach is used to manage tracing activities across the response.
3. Manage current and plan for future resource requirements.
4. Report on the implementation of plans and strategies, including emerging risks and resource status to the Investigations Manager and Planning Unit.

Outputs

- Assist in maintaining the Investigations Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Maintain a safe work environment.
- Liaise and cooperate with relevant people, sections, organisations, and contractors.
- Track and manage assigned resources.
- Provide data and information for reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Experience relevant to role, preferably experience in tracing, field surveillance operations, compliance investigations or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

Surveillance Coordinator

Surveillance Coordinator is part of the Investigations Unit (biosecurity) or Operations function (natural disaster, locusts) and is responsible for coordination of surveillance operations, including ground and aerial surveillance, to collect and confirm information in support of the Incident Action Plan (IAP).

Responsibilities

1. Coordinate ground and aerial surveillance as per the surveillance strategy.
2. Manage current and plan for future resource requirements.
3. Report on the implementation of plans and strategies, including emerging risks and resource status.

Outputs

- Assist in maintaining the Investigations Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the IAP.
- Maintain a safe work environment.
- Liaise and cooperate with relevant people, sections, organisations and contractors.
- Track and manage assigned resources.
- Provide data and information for reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Experience relevant to role, preferably experience in field surveillance operations, compliance investigations or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

Vaccination Coordinator

Vaccination Coordinator is part of the Vaccination Unit and is responsible for coordinating the use and control of vaccinations and/or medications to limit the extent and impact of the emergency.

Responsibilities

1. Coordinate distribution, storage, disposal, and use of vaccines/medications in the area of operation.
2. Manage current and plan for future resource requirements.
3. Report on the implementation of plans and strategies, including emerging risks and resource status.

Outputs

- Assist in maintaining the Vaccination Unit appropriate to the size and complexity of the incident.
- Develop and implement plans and strategies in support of the Incident Action Plan (IAP).
- Maintain a safe work environment.
- Liaise and cooperate with relevant people, sections, organisations, and contractors.
- Track and manage assigned resources.
- Provide data and information for reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Knowledge of vaccination/treatment techniques, reporting and registration requirements, and biosecurity requirements for working with infected or at risk animals.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Experience in identification, assessment and treatment of risks, including work health and safety.
5. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

Laboratory Liaison

Laboratory Liaison role is part of the Investigations Unit and is responsible for ensuring samples are submitted to laboratories and the timely receipt of laboratory reports.

Responsibilities

1. Ensure procedures are in place for sample collection and submission including packaging and transport and monitor compliance.
2. Ensure samples are shipped in accordance with legislative requirements, procedures and diagnostic requirements.
3. Liaise with laboratories to facilitate testing of samples in accordance with directions from the Hazard Owner Unit and ensuring timely receipt of results.
4. Monitor the capacity of the laboratories to process the current and predicted input of samples.

Outputs

- Advice to Surveillance Unit on collection and submission of appropriate samples.
- Sample submissions and reports available to the Investigations Unit within agreed timelines.
- Summary report for submissions and test results.
- Audit (or compliance check) of sample collection and submission.
- Register of laboratory testing capacity and capability.
- Communication with laboratories on current and predicted submission levels.
- Use systems to manage data and information.

Position criteria

1. Experience in laboratory procedures, sample submission procedures and reporting systems, including safe and efficient transport of samples.
2. Knowledge of the available laboratories and their capacity to process large numbers of samples.
3. Highly developed communication (oral and written) and interpersonal skills.
4. Ability to analyse complex problems, and produce clear, practical solutions.

Case Manager

Case Managers are the single point of contact with producers on impacted premises (e.g., infected premises) and are responsible for the provision of technical, operational and scientific advice, and other support (e.g., financial, well-being).

Responsibilities

1. Liaise with impacted producers to provide advice, support, and practical solutions.
2. Maintain knowledge of current and predicted response situation, and assistance measures including referral to expert resources.
3. Record interactions with producers.
4. Inform response supervisor promptly of any facts, observations or field activities that may impact the response, including potential disease/pest spread on or from the property.
5. Obtain and provide information and data required to the Infected Premises Operations team.
6. Liaise with Infected Premises Site Supervisor (if appointed).

Outputs

- Informed and supported producers.
- Report on interactions with producers including decisions made, outcomes and further actions.
- Information and data for field-based activities provided to response personnel.
- Confidentiality of issues raised by producers maintained.

Position criteria

1. Sound knowledge of the technical, operational, and scientific aspects of the response.
2. Ability to communicate easily with people in stressful situations.
3. Ability to analyse complex problems, and produce clear, practical solutions.
4. Demonstrated ability to work effectively in a team and independently.
5. Ability to use data management systems to record information.
6. Ability to understand and comply with instructions, procedures, and workplace systems.

Field Team Leader

Field Team Leader is responsible for leading and supervising field crews conducting field operation activities in biosecurity and natural disaster responses. Activities will vary with the type, size, and complexity of the incident.

Responsibilities

1. Ensure safety and welfare of crew.
2. Liaise with other units/crews to coordinate activities.
3. Request, prepare, maintain, use and dispose of resources in accordance with procedures.
4. Complete tasks in accordance with procedures and risk assessments in support of the Incident Action Plan (IAP).

Outputs

- Allocate tasks, brief, debrief and supervise crew.
- Ensure field crews undergo task induction and training.
- Complete tasks, including appropriate records and photos.
- Maintain biosecurity and animal welfare.
- Provide regular reports on task progress, resource status, significant changes, emerging risks, near misses or injuries.
- Provide input into operational planning.
- Establish and maintain communication pathways.

Position criteria

1. Demonstrated ability in field skills, such as animal handling, maintaining biosecurity.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Experience in operating in accordance with organisational WHS system.
4. Demonstrated ability to conduct operational planning to support incident plans and policy.
5. Ability to communicate (oral and written) information, advice and decisions.
6. Sound interpersonal skills including conflict resolution and negotiation skills, and ability to task personnel.
7. For biosecurity responses, authorised under the *Biosecurity Act 2015*.

Infected Premises Site Supervisor

Infected Premises Site Supervisor (IPSS) is responsible for operational activities on allocated premises, including inventory and valuation, destruction, disposal, and decontamination, to reduce the risk of pests/disease spread.

Responsibilities

1. Manage biosecurity activities (inventory, valuation, destruction, disposal, and decontamination) on allocated premises including:
 - developing and implementing operational plans
 - ensuring activities comply with legal orders/permits, legislative requirements and policy
 - tasking personnel including contractors
 - liaising with site owner and/or manager
 - ensuring site security and biosecurity
 - managing resources including forecasting needs
 - maintaining records include use of data collection/collation systems
 - maintaining health, safety and well-being.
2. Report on incident situation, operations progress, emerging risks and the status of resources.

Outputs

- Premises managed according to the size and complexity of the activities required to control the disease/pest.
- Develop and/or implement operational plans in support of the Incident Action Plan (IAP).
- Liaise and cooperate with relevant people, sections, organisations and contractors.
- Track and manage assigned resources.
- Provide data and information for reports on activities conducted in support of the IAP.
- Use systems to manage data and information.
- Assist in monitoring compliance to plans, policies and procedures, and implementation of improvements.

Position criteria

1. Experience relevant to role, preferably experience in infected premises operations or similar.
2. For biosecurity responses, preferably authorised under the *Biosecurity Act 2015*.
3. Demonstrated ability to work effectively in a team, independently, and as a leader.
4. Demonstrated ability to analyse data, plan and develop strategies to support policy.
5. Experience in identification, assessment and treatment of risks, including work health and safety.
6. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to task personnel.

Tracer

Tracers are responsible for tracing movements in biosecurity emergencies to identify where a disease/pest may have come from and where it may have spread, to contain the outbreak and prevent further spread. Tracing involves validating information (via phone calls to landholders, data sources, key contacts etc) and recording data in the case management system (or similar).

Where a team leader is appointed, Team Leader responsibilities include:

- obtaining briefings from Tracing Coordinator
- brief, debrief, supervise and allocate tasks to team members
- ensure safety and welfare of team members
- ensure tasks are completed, including appropriate records
- report on team activities.

Responsibilities

1. Maintain safety, resources and records.
2. Ensure tracing is carried out in priority order using appropriate techniques.
3. Complete assigned traces and submit status update to the Tracing Coordinator or Tracing Team Leader (depending on the size of the response).
4. Advise supervisor of any information that may lead to urgent tracing (including interstate), requires surveillance or communication, or potential export implications.
5. Ensure all assigned tracing tasks are resolved and reported in the response data management system.

Outputs

- Complete assigned tasks safely, including appropriate data records.
- Communicate information on task progress, issues, and emerging risks.

Position criteria

1. Demonstrated ability to work effectively in a team and independently.
2. Demonstrated capacity for critical thinking and analysis
3. Ability to clearly communicate (oral and written) information and advice.
4. Ability to use data management systems to record information.
5. Ability to understand and comply with instructions, procedures and workplace systems.

Permit Crew

Permit Crew are responsible for the assessment and issuing of permits in biosecurity emergencies to allow movements of animals, plants and their products or other risk material under specific conditions.

Responsibilities

1. Maintain safety, resources and records.
2. Issue permits for the movement of animals, plants, their products, or other risk material.
3. Ensure permits are consistent with relevant legislation, policy, and procedures for the management of the biosecurity risk.
4. Assess permits, not subject of policy and procedure, in consultation with relevant technical and compliance personnel.

Outputs

- Complete tasks safely, including appropriate records.
- Communicate information on task progress, resource status, significant changes, emerging risks to your response supervisor.
- Manage and report any conflict or perceived conflict of interest, or adverse interaction with stakeholders.

Position criteria

1. For biosecurity responses, preferably authorised under the *Biosecurity Act 2015* (must be authorised if issuing legal instruments)
2. Demonstrated ability to work effectively in a team and independently.
3. Ability to use data management systems to record information.
4. Ability to communicate (oral and written) information and advice.
5. Ability to understand and comply with instructions, procedures and workplace systems.

Field Crew

Field Crew are responsible for conducting field activities in biosecurity and natural disaster emergencies. Activities may include surveillance, destruction, disposal, decontamination, vaccination and vector control. Where additional skills, qualification and/or authorisations are required, refer to Field Crew (Vet), Field Crew (Movements) and Field Crew (Locusts) roles.

In smaller incidents Field Crew may be assigned more than one of these activities. Specific responsibilities will vary depending on the size and complexity of the incident, and will be determined by the Operations Coordinator, Manager or Officer.

Responsibilities

1. Maintain safety, resources and records.
2. Comply with incident plans, policies and procedures.
3. Conduct and report on tasked field activities for one or more of the following activities:
 - a. surveillance – observe, assess and record impact of pest, disease or disaster
 - b. destruction – destruction of biosecurity threat or impact from disaster
 - c. disposal – removal of biosecurity threat or impact from disaster
 - d. decontamination – cleaning to remove the biosecurity threat
 - e. vaccination – delivery of vaccines/medicines to reduce the impact of disease
 - f. vector control – remove vectors impacting on biosecurity
 - g. evacuation sites – register and care for animals at an evacuation site
 - h. any other field tasks required to meet the response objectives or support other field-based response roles.

Outputs

- Complete tasks safely, including appropriate records and photos.
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries.
- Ensure all animals receive required veterinary treatment.
- Maintain biosecurity and animal welfare.

Position criteria

1. Demonstrated ability to work effectively in a team and independently.
2. For biosecurity responses, authorised under the *Biosecurity Act 2015* or accompanied by an Authorised Officer.
3. Experience in operating in accordance with organisational WHS system.
4. Ability to communicate (oral and written) information and advice.
5. Ability to understand and comply with instructions, procedures and workplace systems.

Field Crew (Vet)

Field Crew (Vet) is responsible for conducting field activities requiring veterinarian qualifications in biosecurity and natural disaster emergencies. Activities may include humane destruction of animals, assessment of animal welfare, assessing and sampling of animals (surveillance), treatment of disaster affected animals and vaccination. Refer to the Air Surveillance Crew (Animal Welfare) as additional skills are required.

Responsibilities

1. Maintain safety, resources and records.
2. Comply with incident plans, policies and procedures.
3. Conduct and report on tasked field activities for one or more of the following activities:
 - a. surveillance – observe, assess and record impact of pest, disease or disaster; collect samples from animals; collect epidemiological data; assess and report on animal welfare
 - b. destruction – destruction of biosecurity threat or impact from disaster; assess and report on animal welfare during destruction activities
 - c. vaccination – delivery of vaccines/medicines to reduce the impact of disease.

Outputs

- Complete tasks safely, including appropriate records and photos.
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries.
- Ensure all animals receive required veterinary treatment.
- Maintain biosecurity and animal welfare.

Position criteria

1. Qualified and registered as a veterinarian.
2. Demonstrated ability to work effectively in a team and independently.
3. Experience in operating in accordance with organisational WHS system.
4. Ability to communicate (oral and written) information and advice.
5. Ability to understand and comply with instructions, procedures and workplace systems.
6. For biosecurity responses, preferably authorised under the *Biosecurity Act 2015*.

Field Crew (Movements)

Field Crew (Movements) require authorisation under the relevant legislation for biosecurity emergencies to maintain security, minimising the spread of disease/pests. Activities may include issue of permits and orders, field patrols, infected premises security and check points.

In smaller incidents Field Crew (Movements) may be assigned more than one of these activities. Specific responsibilities will vary depending on the size and complexity of the incident and will be determined by the Movements Coordinator or Manager.

Responsibilities

1. Maintain safety, resources and records.
2. Comply with incident plans, policies and procedures.
3. Conduct and report on tasked field activities for one or more of the following activities:
 - a. orders – issued under the relevant legislation
 - b. infected premises security – maintain security at designated sites
 - c. field patrols – maintain security on routes and temporary sites
 - d. check points – maintain security around designated areas.

Outputs

- Complete tasks safely, including appropriate records and photos.
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries.
- Maintain biosecurity and animal welfare.

Position criteria

1. For biosecurity responses, authorised under the *Biosecurity Act 2015*.
2. Demonstrated ability to work effectively in a team and independently.
3. Experience in operating in accordance with organisational WHS system.
4. Ability to communicate (oral and written) information and advice.
5. Ability to understand and comply with instructions, procedures and workplace systems.

Field Crew (Locusts)

Field Crew (Locusts) is responsible for conducting field activities in locust responses and may require authorisation under the relevant legislation to conduct some activities. Refer to the Air Surveillance Crew (Locusts) as additional skills are required for aerial control.

Specific responsibilities will vary depending on the size and complexity of the incident, and will be determined by the Surveillance Coordinator, Operations Manager (ND) or Operations Officer.

Responsibilities

1. Maintain safety, resources and records.
2. Comply with incident plans, policies and procedures.
3. Conduct and report on tasked field activities for one or more of the following activities:
 - a. surveillance and reporting
 - b. ground control
 - c. chemical management.

Outputs

- Complete tasks safely, including appropriate records and photos.
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries.
- Maintain biosecurity.

Position criteria

1. Authorised under the *Biosecurity Act 2015*.
2. Current chemical handling certificate (minimum Level 3).
3. Demonstrated ability to work effectively in a team and independently.
4. Experience in operating in accordance with organisational WHS system.
5. Ability to communicate (oral and written) information and advice.
6. Ability to understand and comply with instructions, procedures and workplace systems.

Air Surveillance Crew (Locusts)

Air Surveillance Crew (Locusts) is responsible for observing and recording locust distribution to enable planning for control and providing information to landholders and the community.

Responsibilities

1. Undertake air surveillance in accordance with procedures and task profiles.
2. Maintain safety, resources and records.
3. Knowledge of PPE requirements as detailed in relevant task profile and have access to required PPE.

Outputs

- Complete tasks safely, including appropriate records and photos.
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries.

Position criteria

1. Good working knowledge of aircraft operations, including an understanding of flight paths and flight planning.
2. Ability to identify locusts, bands and swarms.
3. Ability to operate in the aircraft cockpit environment, and read and interpret maps including application of GIS and GPS.
4. Ability to operate mobile mapping applications to record flight path, locusts bands and spray target data.
5. Current qualification/training according to the relevant task profile, for example:
 - Crew Resource Management
 - Work Safely Around Aircraft
 - HUET (optional).
6. Demonstrated ability to work effectively in a team and independently.
7. Experience in operating in accordance with organisational WHS system.
8. Ability to communicate (oral and written) information and advice.
9. Ability to understand and comply with instructions, procedures, task profiles and workplace systems.

Air Surveillance Crew (Animal Welfare)

Air Surveillance Officer (Animal Welfare) is responsible for observing, assessing and reporting animal welfare in natural disasters.

Responsibilities

1. Undertake air surveillance in accordance with procedures and task profiles.
2. Maintain safety, resources and records.
3. Knowledge of PPE requirements as detailed in relevant task profile and have access to required PPE.

Outputs

- Complete tasks safely, including appropriate records and photos.
- Communicate information on task progress, resource status, significant changes, emerging risks, near misses or injuries.

Position criteria

1. Good working knowledge of aircraft operations, including an understanding of flight paths and flight planning.
2. Ability to assess animal welfare.
3. Ability to operate in the aircraft cockpit environment and read and interpret maps including application of GIS and GPS.
4. Ability to operate mobile mapping applications to record flight path.
5. Current qualification/training according to the relevant task profile, for example:
 - Crew Resource Management
 - Work Safely Around Aircraft
 - HUET (optional).
6. Demonstrated ability to work effectively in a team and independently.
7. Experience in operating in accordance with organisational WHS system.
8. Ability to communicate (oral and written) information and advice.
9. Ability to understand and comply with instructions, procedures, task profiles and workplace systems.

Logistics

The Logistics function provides support for control of the incident through the obtaining and maintaining of human and physical resources, facilities, services, and materials.

See organisational chart – [Figure 15](#).

State Logistics Officer

State Logistics Officer is part of the State Incident Management Team (IMT) and leads the Logistics function to provide support for control of the incident through the obtaining and maintaining of human and physical resources, facilities, services and materials.

Emergency financial delegation: \$50,000

Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Logistics function.
2. Organisation and provision of human and physical resources, facilities, services, and materials.
3. Provide support and control for the demobilisation of equipment and services.
4. Liaise with LCC Logistics Officer and manage FCP logistics support staff (when the FCP reports to the SCC) to ensure response plans and processes are consistently implemented.

Outputs

- Logistics function appropriate to the size and complexity of the incident.
- Logistics plan for inclusion in the Incident Action Plan (IAP), including forecasting needs.
- Provide advice to the IMT based on provision of services and resources.
- Ensure the provision of facilities and services, personnel management, catering, transport, accommodation, equipment, and supplies.
- Provide advice on appropriate communication, distribution, and implementation methods.
- Liaise with government agencies, participating organisations and supporting agencies and others as required to secure resources.
- Implement and maintain systems to support and service the response resource requirements.
- Contribute to and implement the demobilisation plan.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, procurement, or resource management.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability and experience in liaising with other organisations.
6. High level resource management, organisational and service delivery skills, including the ability to cope with multiple tasks, implement decisions under pressure, and manage risk. Innovation, initiative, and flexibility are required.

State Deputy Logistics Officer

State Deputy Logistics Officer supports the State Logistics Officer in leading the Logistics function to provide support for control of the incident through the obtaining and maintaining of human and physical resources, facilities, services and materials.

Emergency financial delegation: \$50,000

Systems Support

Systems Support is responsible for the planning, installation, operation and maintenance of data systems and computer systems.

Where a team leader is appointed, Team Leader responsibilities include:

- obtaining briefings from Logistics Officer
- brief, debrief, supervise and allocate tasks to team members
- ensure safety and welfare of team members
- ensure tasks are completed, including appropriate records
- report on team activities
- liaise with Intelligence function for implementation of software changes.

Responsibilities

1. Acquisition, installation, set up, configuration, and maintenance of systems resources (see below) to support the incident.
2. Maintain systems capacity for the incident, including providing access.
3. Provision of technical advice (including training and user guides) regarding systems.

Outputs

- Systems resources (detail below) identified, deployed, and installed.
- Maintenance and upgrades of voice and data information services.
- Register for deployed assets, including software licences.
- Training and user guides for systems.
- Response data backed up regularly.
- Critical information services have redundancy options implemented.
- ICT help and support services available to response personnel.
- Assist the Planning function in producing a Communications Plan.
- Demobilisation plan includes ICT Services.

Position criteria

1. Knowledge and experience of information services, including arranging hardware, installing software, and establishing new networks and systems to support the response, department information service policies and practices, coordination of equipment, service, and software licences, and safety procedures for information services and equipment.
2. Demonstrated ability to work effectively in a team and independently.
3. Ability to deliver 'on the job' training and developing practical user guides.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
5. Resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure.

Systems resources include:

- radio equipment, and telephones including landlines, mobile, hotlines
- computing systems including laptops, desktop computers, tablets, mobile phones, internet access, email, storage, networked printers, share drives, email accounts, network, software, system security.

Local Logistics Officer

Local Logistics Officer is part of the Incident Management Team (IMT) and leads the Logistics function to provide support for control of the incident through the obtaining and maintaining of human and physical resources, facilities, services, and materials.

Emergency financial delegation: \$30,000

Responsibilities

1. Participate in the IMT, representing and managing the Logistics function.
2. Organisation and provision of human and physical resources, facilities, services and materials.
3. Provide support and control for the demobilisation of equipment and services.

Outputs

- Logistics function appropriate to the size and complexity of the incident.
- Develop a Logistics plan for inclusion in the Incident Action Plan (IAP), including forecasting needs.
- Provide advice to the IMT based on provision of services and resources.
- Ensure the provision of facilities and services, personnel management, catering, transport, accommodation, equipment and supplies.
- Provide advice on appropriate communication, distribution and implementation methods.
- Liaise with government agencies, participating organisations and supporting agencies and others as required to secure resources.
- Implement and maintain systems to support and service the resource requirements of the response.
- Implement the demobilisation plan.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, procurement or resource management.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability and experience in liaising with other organisations.
6. High level resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative, and flexibility are required.

Local Deputy Logistics Officer

Local Deputy Logistics Officer assists in leading the Logistics function and is delegated responsibility for particular tasks as determined by the Local Logistics Officer.

Emergency financial delegation: \$30,000

Logistics Team Leader

Logistics Team Leader role is responsible for leading a team within the Logistics function to deliver services and resources in support of the Logistics Officer and the response objectives. Specific responsibilities will vary with the complexity, scale, and nature of the incident, and generally cover one or more responsibilities listed below.

Team Leader role includes:

- obtaining briefings from Logistics Officer
- brief, debrief, supervise and allocate tasks to team members
- ensure safety and welfare of team members
- ensure tasks are completed, including appropriate records
- report on team activities.

Responsibilities

1. Implement and ensure the maintenance of the request, procurement and supply systems for equipment, personnel, and materials.
2. Provide, maintain and demobilise facilities to meet operational requirements.
3. Provision of transport, including motor vehicle usage, fuelling, maintenance and security of vehicles and equipment.
4. Ensure a safe work environment is established and maintained, including providing medical support.
5. Manage catering and accommodation for response personnel.

Outputs

- Ensure the acquisition, storage, deployment and security of equipment and materials is sufficient to meet response objectives.
- Systems implemented and maintained to record logistics activities.
- Evaluation of the adequacy of procurement and supply and implementation of solutions to address deficiencies.
- Provide timely updates and reports.
- Liaise with government, external and local suppliers.
- Contribute to the demobilisation plan, ensuring the management of resources during demobilisation.

Position criteria

1. Substantial experience relevant to role, preferably experience in government procurement or stores management, personnel recruitment, personnel support, payroll, contract management or similar.
2. Ability to maintain data in response information system.
3. Demonstrated ability to work effectively in a team, independently, and as a team leader.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
5. Ability to communicate information, advice and decisions to all parts of the organisation.
6. Resource management, organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure.

Logistics Support

Logistics Support role is responsible for obtaining and maintaining human and physical resources, facilities, services, and materials in support of the Logistics Officer and to meet response objectives. Specific responsibilities will vary with the complexity, scale, and nature of the incident.

Responsibilities

1. Maintain the request, procurement and supply systems for equipment, personnel and materials, including engaging and coordinating with suppliers.
2. Assist in the provision, maintenance and demobilisation of facilities (e.g., control centres) to meet operational requirements.
3. Assist in the provision of transport, including motor vehicle usage, fuelling, maintenance and security of vehicles and equipment.
4. Maintain a safe work environment, including ensuring the provision of medical support.
5. Supply catering and accommodation for response personnel.

Outputs

- Acquisition, storage, deployment and security of equipment and materials is sufficient to meet response objectives.
- Personnel rostered, onboarded and inducted onto site
- Systems maintained to record logistics activities.
- Adequacy of procurement and supply evaluated, and solutions implemented to address deficiencies.
- Provision of timely updates and reports.
- Liaise with government, external and local suppliers.
- Assist with demobilisation and ensure the management of resources.

Position criteria

1. Experience in government procurement, stores management, personnel recruitment, corporate record management, personnel support, payroll or similar.
2. Ability to maintain data in response information systems.
3. Demonstrated ability to work effectively in a team and independently.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
5. Ability to communicate information, advice, and decisions.

Resource Support

Resource Support role is part of the Supply Unit and is responsible for ensuring resources (excluding people) are obtained, stored, recorded, maintained, distributed, and disposed of to meet response objectives.

Responsibilities

1. Acquisition of resources according to approved finance requests.
2. Receive, store, maintain, and dispose of resources as requested.
3. Distribute resources as requested, in a timely manner.
4. Manage resources, including bulk stores at facilities (e.g., control centres, staging areas) to meet operational requirements, including conducting stocktakes.
5. Maintain records in response information systems.
6. Assist in the demobilisation of resources at facilities.
7. Maintain a safe work environment, especially manual handling.

Outputs

- Acquisition, storage, deployment and security of equipment and materials is sufficient to meet response objectives.
- Records maintained to ensure adequate resource management and tracking.
- Liaise with Operations (and other) function/s.
- Provision of timely updates and reports to the Logistics Team Leader or Logistics Officer.
- Liaise with government, external and local suppliers.
- Assist with demobilisation and ensure the management of resources.

Position criteria

1. Experience in government procurement and stores management, or similar.
2. Current drivers' licence.
3. Department Purchase card.
4. Knowledge of courier networks.
5. Ability to maintain data in response information systems.
6. Demonstrated ability to work effectively in a team and independently.
7. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
8. Ability to communicate information, advice, and decisions.

Finance

The Finance function provides support for the control of the incident through management of:

- contracts, procurement, and budgets
- account payments and accounting records
- compensation and insurance claims
- time records for personnel deployed to the incident.

See organisational chart – [Figure 16](#). Some of these responsibilities will occur at the SCC only.

State Finance Officer

State Finance Officer is part of the State Incident Management Team (IMT) and leads the Finance function to manage contracts, procurement, account payments, accounting records, compensation and insurance claims, and time records for personnel deployed to the incident.

Emergency financial delegation: \$50,000

Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Finance function.
2. Manage contracts, payment of accounts, and monitoring of procurement.
3. Monitor and report on financial summary information (forecast, estimated and actual) including financial risk information.
4. Provide information for cost analysis on control operations and alternatives.
5. Update, monitor, and report on budgets.
6. Ensure insurance issues are addressed.
7. Manage and/or report on compensation/reimbursement.
8. Liaise with LCC Finance Officer and manage FCP finance support staff (when the FCP reports to the SCC) to ensure response plans and processes are consistently implemented.

Outputs

- Finance function appropriate to the size and complexity of the incident.
- Finance plan including forecasting expenditure and identifying financial risks.
- Provide reports on finance matters.
- Effective use of department financial systems to support and service the resource requirements of the response.
- Monitor compliance to delegations (financial and non-financial) and implement solutions to rectify deficiencies.
- Ensure efficient reconciliation of payments, acquittal of funds, and finalisation and archiving of records.
- Secure contracts for required personnel, resources, or services.

Position criteria

1. Sound knowledge of department's finance and administration systems and experience in managing contracts, finance, procurement, and records.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.

4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, delegation skills and ability to brief/debrief personnel.
 5. High level organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure. Innovation, initiative, and flexibility are required.
-

State Deputy Finance Officer

State Deputy Finance Officer supports the State Finance Officer in leading the Finance function to manage contracts, procurement, account payments, accounting records, compensation and insurance claims, and time records for personnel deployed to the incident.

Emergency financial delegation: \$50,000

Local Finance Officer

Local Finance Officer is part of the Incident Management Team (IMT) and leads the Finance function to manage contracts, procurement, account payments, accounting records, compensation and insurance claims, and time records for personnel deployed to the incident. In smaller incidents the Finance Officer may lead the Finance Unit in the Logistics function and support the Logistics Officer. Emergency financial delegation: \$30,000.

Responsibilities

1. Participate in the IMT, representing and managing the Finance function.
2. Manage contracts, payment of accounts, and monitoring of procurement.
3. Monitor and report on financial summary information (forecast, estimated and actual) including financial risk information.
4. Provide information for cost analysis on control operations and alternatives.
5. Ensure insurance issues are addressed.
6. Manage and/or report on compensation.

Outputs

- Finance function appropriate to the size and complexity of the incident.
- Develop a Finance plan for inclusion in the Incident Action Plan (IAP), including forecasting expenditure and identifying financial risks.
- Provide reports on finance matters.
- Effective use of department financial systems to support and service the resource requirements of the response.
- Monitor compliance to delegations (financial and non-financial) and implement solutions to rectify deficiencies.
- Ensure efficient reconciliation of payments, acquittal of funds, and finalisation and archiving of records.
- Secure contracts for required personnel, resources or services.
- Ensure formal handover of records management and finance matters to SCC Finance during demobilisation.

Position criteria

1. Sound knowledge of department's finance and administration systems and experience in managing contracts, finance, procurement, and records management.
2. Demonstrated ability to work effectively in a team, independently, and as a team leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, delegation skills and ability to brief/debrief personnel.
5. High level organisational and service delivery skills, including the ability to cope with multiple tasks and implement decisions under pressure.

Local Deputy Finance Officer

Local Deputy Finance Officer assists in leading the Finance function and is delegated responsibility for tasks as determined by the Local Finance Officer.
Emergency financial delegation: \$30,000

Finance Support

Finance Support role is responsible for contracts, procurement, account payments, accounting records, compensation and insurance claims, and time records for personnel deployed to the incident in support of the Finance Officer and to meet response objectives. Specific responsibilities will vary with the complexity, scale, and nature of the incident.

Responsibilities

1. Receive and process accounts in accordance with organisational policies and procedures.
2. Maintenance and monitoring of data in financial systems.
3. Contribute to development and implementation of finance and administration plans to support incident management strategies.
4. Administration of contracts and procurement services.
5. Provide routine financial and administrative reporting.
6. Provide input into forecasting financial and administrative resource needs to support operational strategies and objectives.
7. Assist in the compensation process.

Outputs

- Financial reports provided routinely or on request.
- Effective use of systems for capture of finance records.
- Accounts payable managed.
- Time records monitored for compliance to working arrangements, timely approvals and payment received.
- Quotes and purchase orders arranged as required.
- Authorised payments arranged and register of payments maintained.
- Compensation claims processed.

Position criteria

1. Sound knowledge of the department's finance and timekeeping systems, policies, procedures and software and an understanding of any applicable cost-sharing agreements and their financial reporting requirements.
2. Preferably experience in accounts payable, payroll or similar.
3. Demonstrated ability to work effectively in a team and independently.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
5. Ability to communicate information, advice, and decisions.

Public Information

The Public Information function focuses on gathering, assembling and disseminating timely, tailored and relevant information to stakeholders. See organisational chart – [Figure 12](#). The function provides support to the management of the incident through:

- provision of warnings and information to threatened communities, other stakeholders and the general public
 - liaise with news media and management of media liaison issues
 - consultation and liaison with affected communities.
-

State Public Information Officer

State Public Information Officer is part of the State Incident Management Team (IMT), leads and manages the State Public Information function to gather, assemble and disseminate timely, tailored, and relevant information to stakeholders. The Public Information function is the first point of contact for affected communities during a response and determines the release of information throughout the response and coordinates media access to response sites.

Emergency financial delegation: \$50,000

Responsibilities

1. Participate in the State IMT, representing and managing the Public Information function.
2. Dissemination of information, advice, and safety messages to the public.
3. Provision of timely and relevant information and safety messages to those who may be impacted by the incident.
4. Manages the response hotline, when activated.
5. Liaise with LCC Public Information Officer and manage FCP public information support staff (when the FCP reports to the SCC) to ensure response plans are consistently implemented.

Outputs

- Public Information function appropriate to the size and complexity of the incident.
- Public Information Plan.
- Obtain and maintain information on the current and projected incident situation from the Planning/Intelligence function(s) and external sources.
- Issue warnings and information to threatened communities on behalf of, or with the approval of, the Incident Controller and Hazard Owner Unit.
- Disseminate incident information to communities and other stakeholders.
- Manage media needs, including on the incident ground with the local Public Information teams.
- Provide support to requests from media
- Liaise with affected communities.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, community engagement, media liaison or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.

4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
 5. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.
-

State Deputy Public Information Officer

State Deputy Public Information Officer assists in leading the Public Information function and is delegated responsibility by the State Public Information Officer.

Emergency financial delegation: \$50,000

Public Messaging Support

Public Messaging Support role is part of the Information and Warnings Unit and is responsible for providing information to the public to keep them informed of response progress. A variety of platforms can be used including websites, social media platforms, organisational Apps, and text and direct messaging.

Responsibilities

1. Provide information to the public using, for example, websites, BioResponse NSW app, text messages, social media, and electronic direct messages (EDM).
2. Manage content on social media platforms, including responding to posts (where applicable).
3. Update the response website/s and ensure other government websites are consistent.
4. Develop community briefings.
5. Monitor information sources and maintain situational awareness through, for example, liaising with response personnel, reviewing response data, monitor public requests (e.g. hotline), media and social media.
6. Monitor information sources and manage misinformation and disinformation.
7. Report issues to the Public Information Officer.

Outputs

- Liaise with the Planning/Intelligence, and Operations functions to maintain an understanding of the available information and potential threats to the community.
- Liaise with Media Unit and Community Liaison Units in respect to information dissemination.
- Provide warnings and information to the public through the most appropriate platform/s.
- Release critical information as approved by the State Incident Controller.
- Monitor social media and address issues/posts.
- Develop collateral with key messaging for specific stakeholder's segments (including culturally and linguistically diverse communities).

Position criteria

1. Substantial experience relevant to role, including experience in managing (and access to) website content and/or social media platforms or similar.
2. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
3. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

Hotline Team Leader

Hotline Team Leader is part of the Public Information Unit and responsible for leading the hotline or one of the teams within the hotline. Activities can include establishing and maintaining communication and reporting processes, supervision of Hotline Crew, and ensuring information currency.

Responsibilities

1. Acquire and maintain physical resources for the hotline in consultation with Logistics.
2. Manage Hotline Crew including briefing, debriefing, induction, training, and monitoring wellbeing.
3. Ensure a safe work environment is established and maintained.
4. Prepare/review hotline scripts.
5. Monitor the media and public inquiries to determine hotline requirements.
6. Ensure quality data is entered into response data systems.
7. Liaise with the internal and external sources to ensure consistency of hotline scripts and information.
8. Report progress and any issues that may impact the response to the SCC Public Information Officer.

Outputs

- Hotline scripts and supporting information for Hotline Crews.
- Report on progress and issues.
- Quality data in response data systems, including event logs.
- Hotline records of contact with community.
- Contribution to Public Information Plan.
- WHS incident reports for adverse interactions with community and other safety issues.

Position criteria

1. Experience relevant to role, including experience in community engagement or similar.
2. Good writing skills, particularly being able to write and maintain hotline scripts (questions and answers).
3. Broad knowledge of the NSW agriculture (and associated) industries and their audiences.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

Hotline Crew

Hotline Crew is part of the Public Information Unit and responsible for liaising with community as part of the response hotline, recording conversations, identifying and reporting issues and staying current with response information.

Responsibilities

1. Maintain currency with hotline scripts and response information.
2. Communicate with community and record conversations and other actions.
3. Enter quality data into response data systems, including hotline event logs.
4. Identify and report issues that may impact the response, including WHS incidents.
5. Report progress to the Hotline Team Leader.

Outputs

- Report on progress and issues.
- Quality data in response data systems, including event logs.
- Hotline records of contact with community.
- WHS incident reports for adverse interactions with community and other safety issues.

Position criteria

1. Experience relevant to role, including experience in community engagement, customer service or similar.
2. Broad knowledge of the NSW agriculture (and associated) industries and their audiences.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills.
4. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

Local Public Information Officer

Local Public Information Officer leads and manages the Public Information function to gather, assemble and disseminate timely, tailored, and relevant information to stakeholders. The Public Information function is the first point of contact for affected communities during a response, determines the release of information throughout the response and manages media access to response sites.

Emergency financial delegation: \$30,000

Responsibilities

1. Participate in the incident management team (IMT), representing and managing the Public Information function.
2. Dissemination of information, advice, and safety messages to the public.
3. Provision of timely and relevant information and safety messages to those who may be impacted by the incident.

Outputs

- Public Information function appropriate to the size and complexity of the incident.
- Ensure development and implementation of a Public Information Plan.
- Obtain and maintain information on the current and projected incident situation from the Planning/Intelligence function(s) and external sources.
- Issue warnings and information to threatened communities on behalf of, or with the approval of, the Incident Controller.
- Disseminate incident information to communities and other stakeholders.
- Manage media needs, including on the incident ground.
- Liaise with affected communities.

Position criteria

1. Substantial experience relevant to role, including extensive experience in team leadership, community engagement, media liaison or similar.
2. Demonstrated ability to work effectively in a team, independently, and as a leader.
3. Demonstrated ability to analyse data, plan and develop strategies to support policy.
4. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
5. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

Local Deputy Public Information Officer

Local Deputy Public Information Officer assists in leading the Public Information function and is delegated responsibility for particular tasks as determined by the Local Public Information Officer.

Emergency financial delegation: \$30,000

Media Liaison

Media Liaison is part of the Media Unit and responsible for liaison with the media, including issuing media releases, conducting media briefings and press conferences, arranging access for and escorting media in restricted areas.

Responsibilities

1. Act as the primary contact point for the media.
2. Coordinate the preparation of materials for release to the media.
3. Coordinate media activities.
4. Act as spokesperson if other officers are unavailable.
5. Ensure a safe work environment is established and maintained.

Outputs

- Maintain ongoing liaison with the Planning/Intelligence functions to maintain an understanding of the available information and potential threats to the community.
- Develop material (e.g. media releases, talking points) for release in consultation with Planning/Intelligence function and the IMT.
- Monitor media for reporting accuracy and address issues.
- Liaise with media including preparing for and conducting media events.
- Spokesperson preparation, including briefing on talking points and background information.
- Liaise with Operations Officer to gain authorisation to access restricted areas.
- Photos/video of response operations arranged where media is not permitted to access sites due to adverse risk.

Position criteria

1. Substantial experience relevant to role, including experience in media liaison or similar.
2. Sound knowledge of how the media works, including ability to organise press conferences.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

Community Engagement Support

Community Engagement Support is part of the Community Liaison Unit and responsible for community engagement activities, including on-ground communication activities. Activities can include identifying existing communication channels or establishing new ones and identifying and working with key community organisations and people.

Responsibilities

1. Establish community engagement priorities and carry out engagement activities.
2. Coordinate the preparation of materials for community engagement activities.
3. Ensure a safe work environment is established and maintained.

Outputs

- Contribute to the development and implementation of the Community Engagement plan (part of the Public Information Plan), including identifying priority stakeholders and engagement methods.
- Monitor public inquiries to determine community engagement requirements and resources.
- If applicable, liaise with other government agencies to ensure a whole-of-government approach for stakeholder engagement.
- Conduct of community engagement activities, including reporting on outcomes.
- Liaise with the community to obtain local knowledge.
- Interpret incident data into community information.
- Spokesperson preparation, including briefing on talking points and background information.
- Key messages developed in consultation with Planning and Operations sections.

Position criteria

1. Substantial experience relevant to role, including experience in community engagement or similar.
2. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
3. Ability to deliver public information outputs in a stressful and changing environment, in line with government communications policies.

Rural Resilience Support

Rural Resilience Support is part of the Community Liaison Unit and responsible for providing support services to affected rural communities, including opportunities to connect with community and support services; the provision of or referral to information, tools and development opportunities; and assisting affected rural communities while recovering from adverse events and helping them to prepare for future adversity.

This role may span both response and recovery operations.

Responsibilities

1. Connect rural communities to support services and trusted information sources.
2. Assist stakeholders and rural communities following emergencies to recover.
3. Establish community welfare priorities and carry out engagement activities utilising community support networks.
4. Coordinate the delivery of and supporting materials for community activities and meetings.
5. Ensure a safe work environment is established and maintained.

Outputs

- Liaise with affected rural communities and stakeholders to identify needs and provide links with relevant support services and information.
- Work with key stakeholders to identify support available to affected primary producers.
- Liaise with other government agencies to participate in a whole-of-government approach for stakeholder engagement, if applicable.
- Conduct community engagement activities and outreach programs, including reporting on outcomes.
- Provide input into recovery plans and relevant recovery committees, if appropriate.

Position criteria

1. Substantial experience relevant to role, including experience in rural community engagement, welfare or similar.
2. Demonstrated ability to engage, support and empower impacted community members.
3. Highly developed communication (oral and written) and interpersonal skills including sound conflict resolution and negotiation skills, and ability to brief/debrief personnel.
4. Ability to deliver public information outputs in a stressful and changing environment, in line with communications policies.

Organisational charts

Figure 7: Control function roles (SCC or LCC)

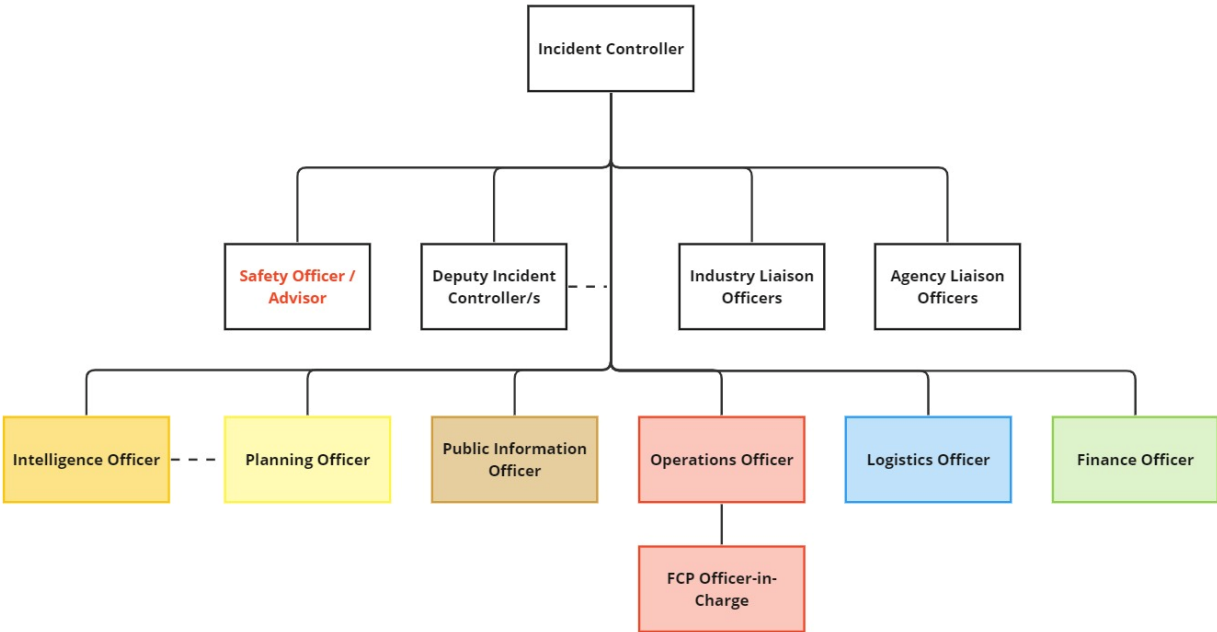


Figure 8: Units for each function at SCC and LCC for Biosecurity responses

Purple units are located at SCC only.

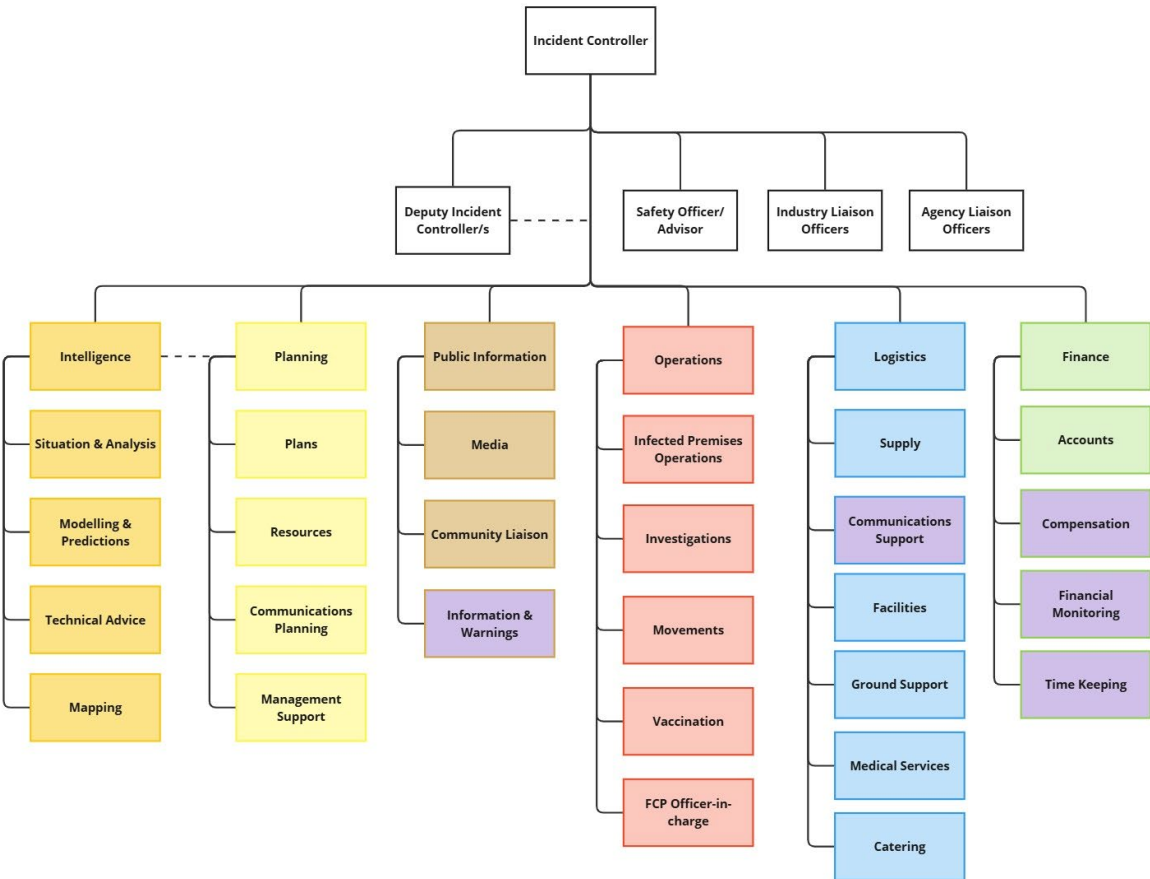


Figure 9: Forward Command Post roles

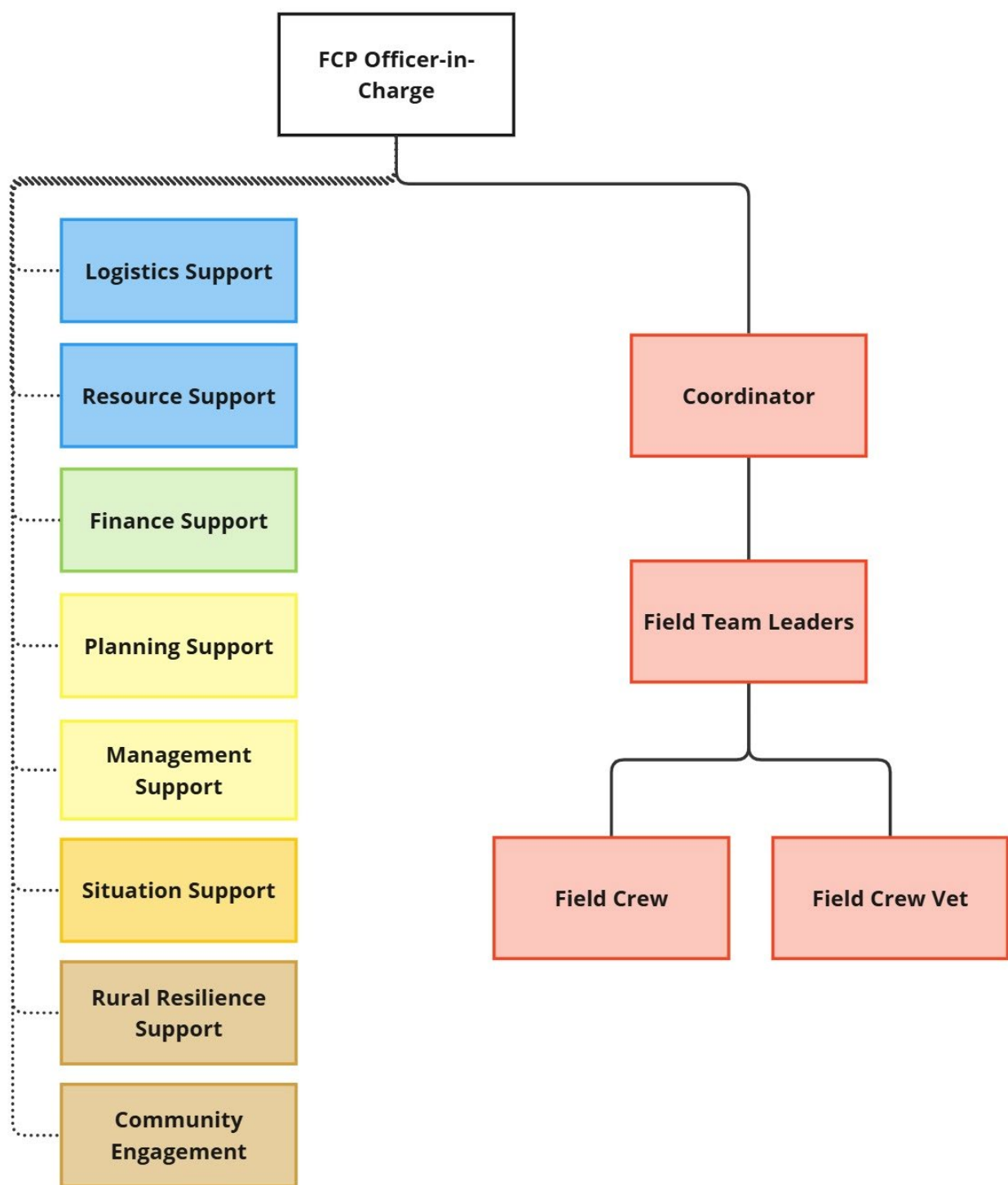


Figure 10: Planning function structure and roles

Purple roles are located at SCC only.

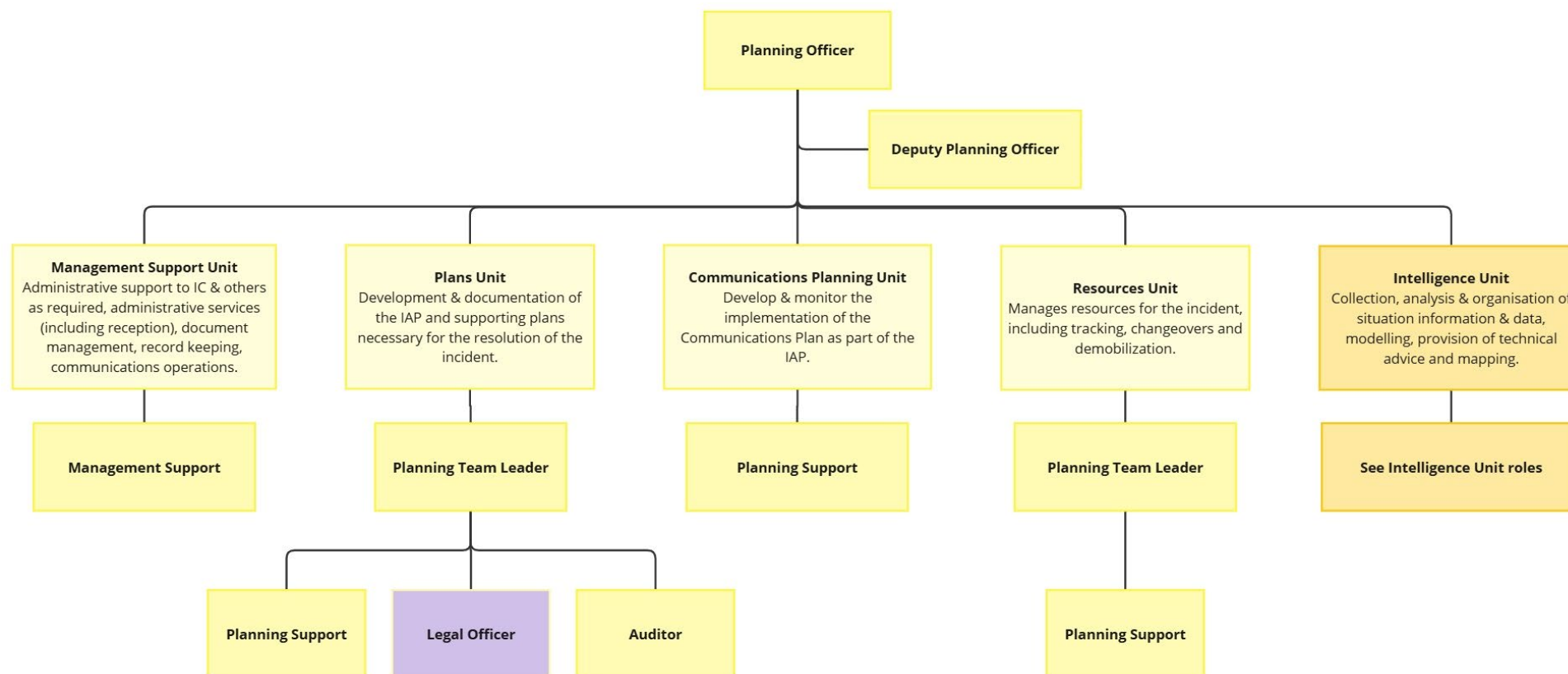


Figure 11: Intelligence function structure and roles

Purple roles are located at SCC only.

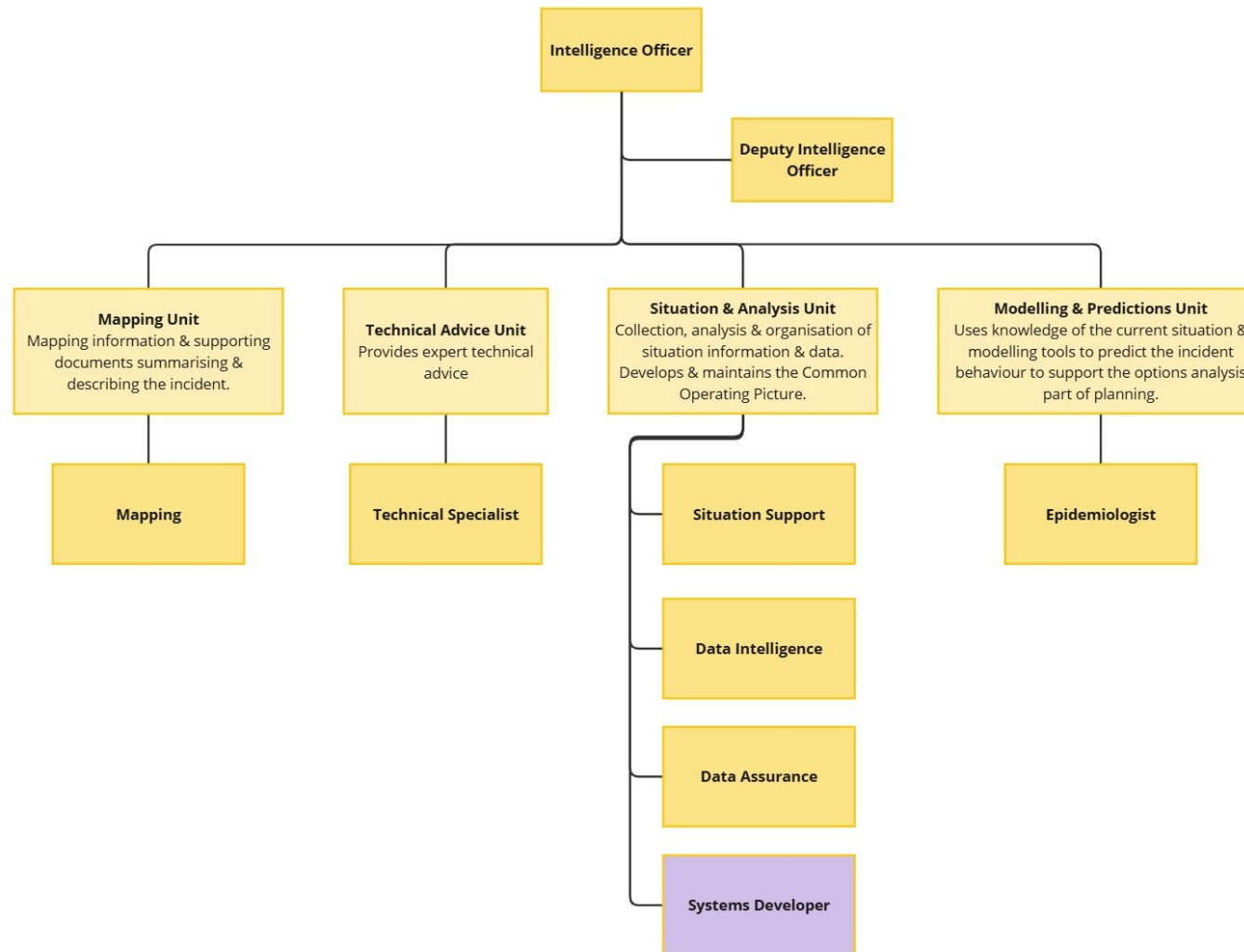


Figure 12: Public Information function structure and roles

Purple roles are located at SCC only.

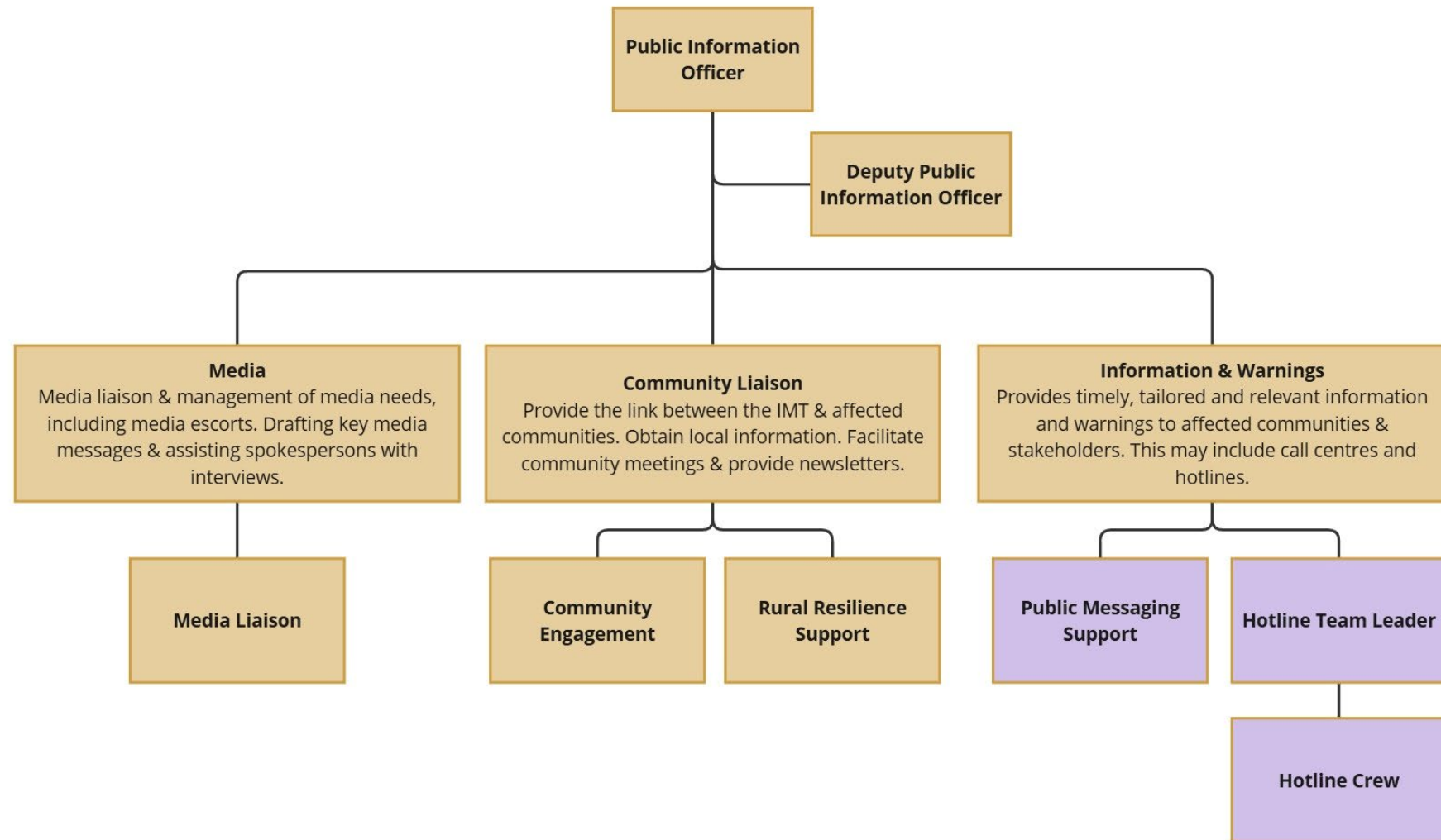


Figure 13: Operations function structure and roles for natural disaster responses

Purple roles are located at SCC only.

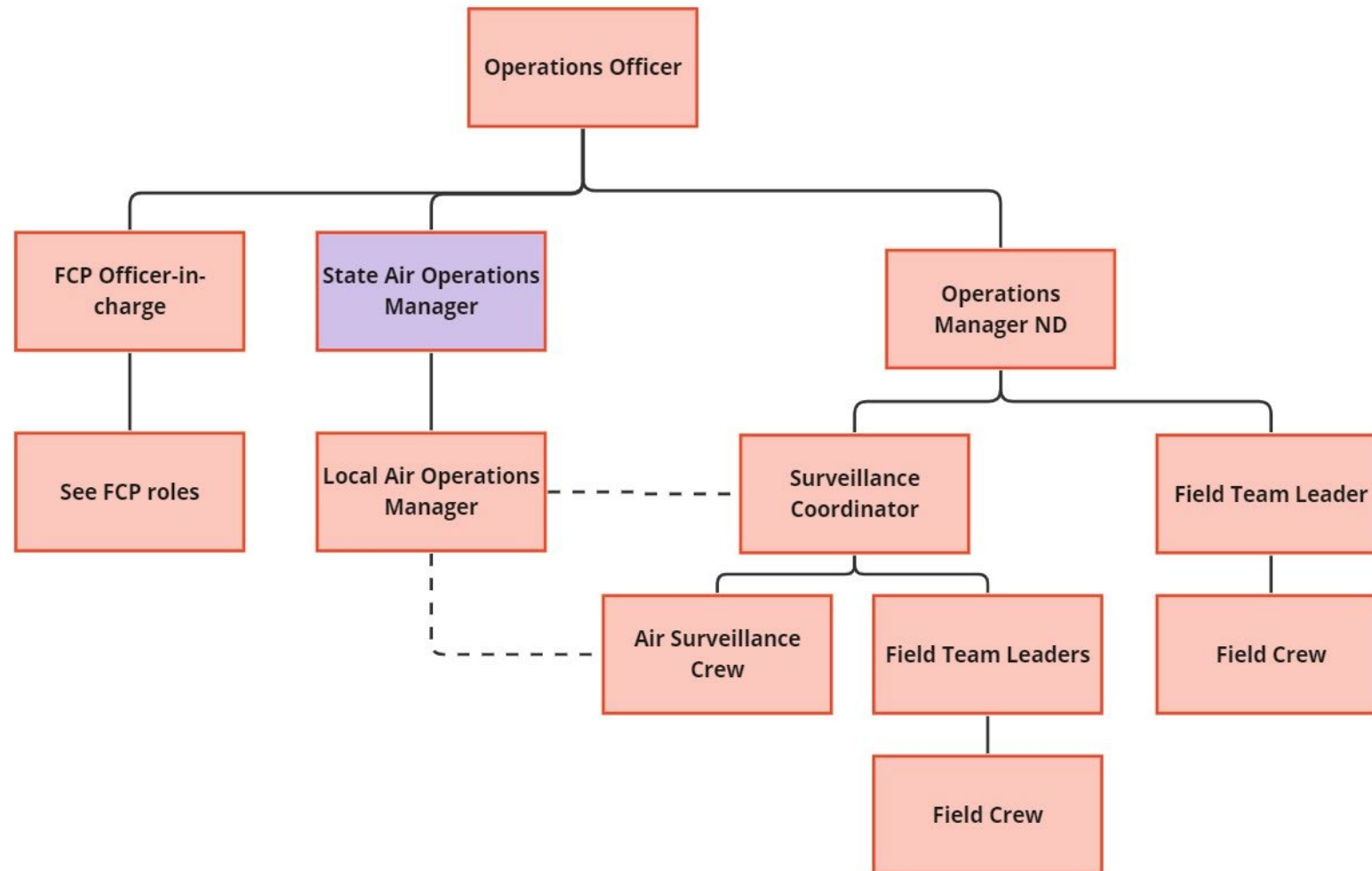


Figure 14: Operations function and roles for biosecurity responses

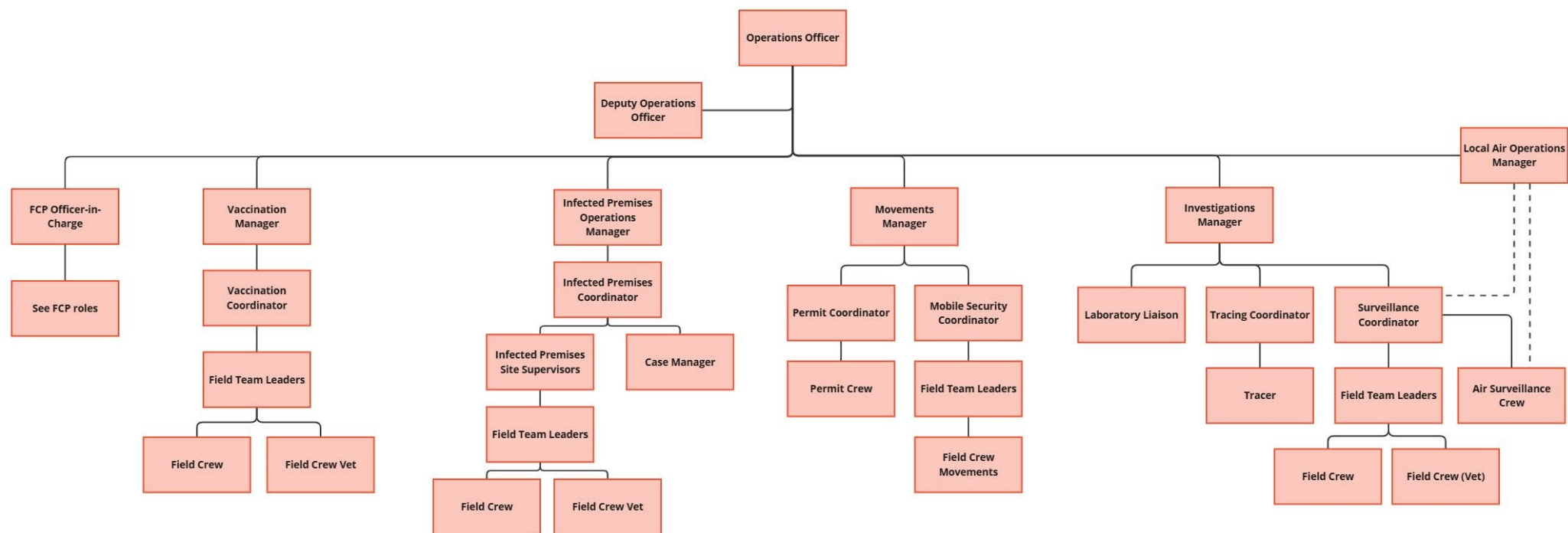


Figure 15: Logistics function structure and roles

Purple roles are located at SCC only.

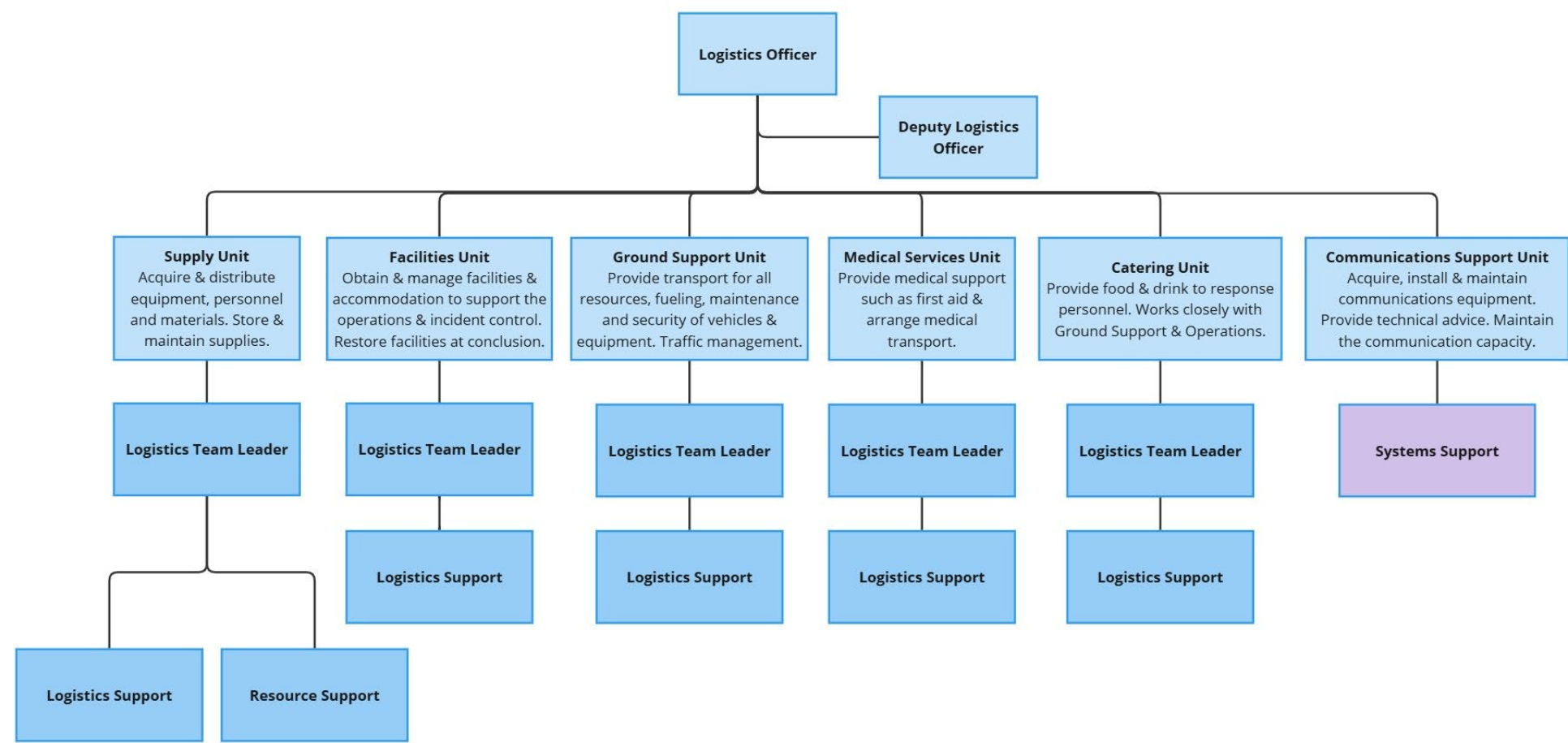
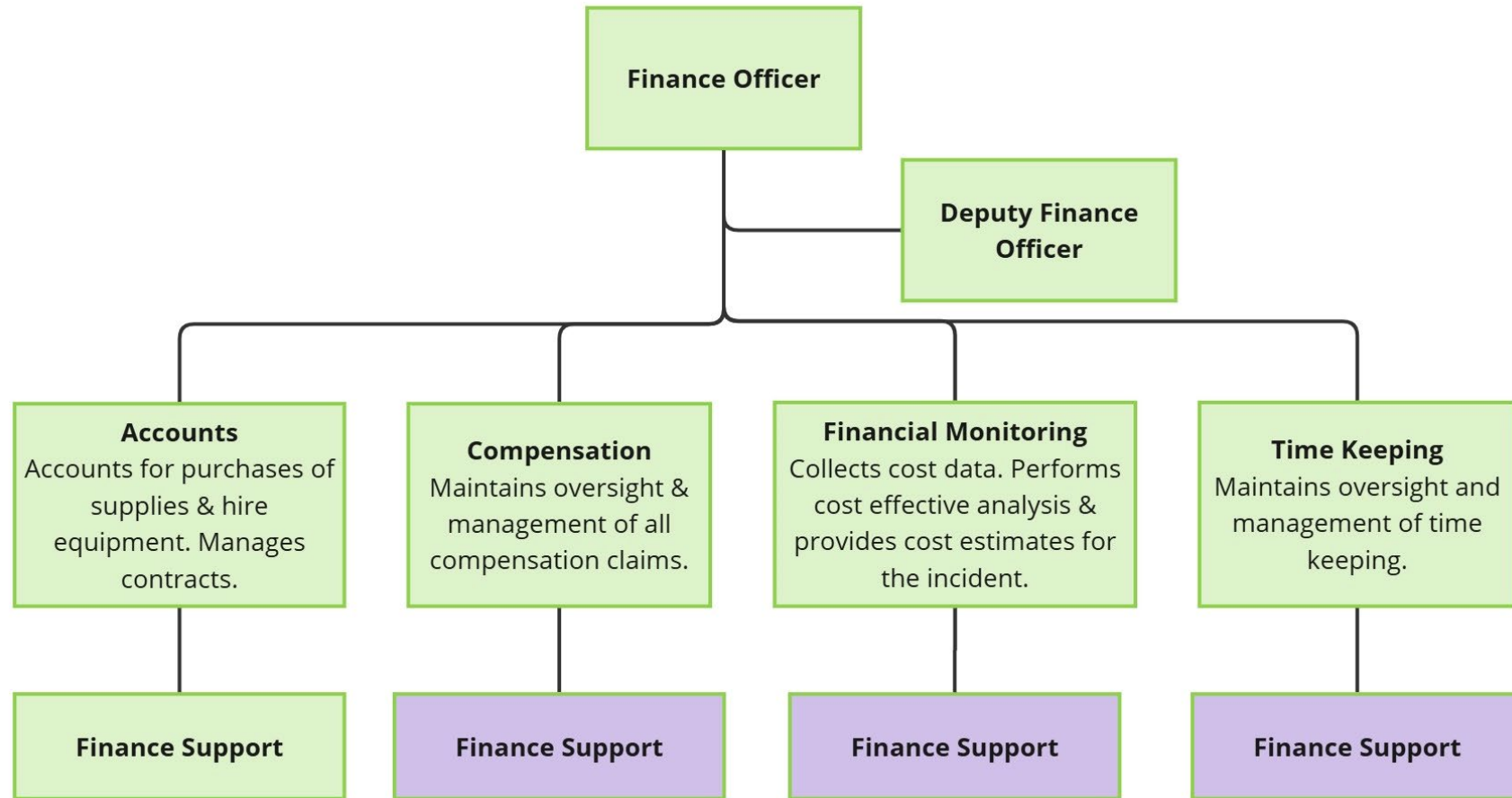


Figure 16: Finance function structure and roles

Purple roles are located at SCC only.



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