

SFJ EFSM1

Provide strategic advice and support to resolve operational incidents



Overview

This standard is about your role as a strategic manager at operational incidents. It includes your initial evaluation of the incident and the provision of advice and support to those involved to ensure its effective and timely resolution. It also includes liaison with the community, with media and other agencies and ensuring that sufficient and effective debriefs are undertaken.

There are four elements

1 Evaluate service response to incident

This includes your initial evaluation of response to an incident and includes the collection and analysis of information about the incident type and progress, the implications of the incident for your community, the level of media involvement and the likely demand on resources.

2 Advise and support those involved in the resolution of the incident

This includes your communication with those involved in the incident, obtaining continuous flow of information about the incident and delegation of activities to resolve the incident. It includes contact with media and co-ordination of activities with those of other agencies.

3 Liaise with media and other agencies to achieve strategic objectives

This includes direct contact with key personnel in other agencies at all stages of incident evaluation and management. It includes briefing and updating the media whilst maintaining confidentiality, security, health, safety and welfare

4 Debrief following resolution of incidents

This includes the arrangement and conduct of relevant briefings of suitable type for the incident, both immediately following and at later stages of incident review.

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Performance criteria

Evaluate service response to incident

You must be able to:

- P1 obtain sufficient, relevant information about
 - P1.1 incident type
 - P1.2 progress
 - P1.3 risks
 - P1.4 implicationsbefore and during and where appropriate, after your involvement
- P2 confirm implementation of procedures for involvement of other agencies, media and the key contacts
- P3 confirm that personnel with suitable experience and level of competence are deployed to appropriate level and span of control
- P4 confirm that action taken is compliant with relevant legislation and protocols
- P5 prioritise risks and associated control measures and plan contingency measures
- P6 determine the sufficiency and suitability of resources deployed and that these have been deployed to best effect
- P7 anticipate the likely demand on resources and the implications on overall service delivery
- P8 establish and maintain communication links with key personnel and agencies to ensure effective monitoring of progress
- P9 estimate the likely impact of the incident on the community and the need for media information and involvement

Advise and support those involved in the resolution of the incident

You must be able to:

- P10 ensure that sufficient, relevant and accurate information is provided at the optimum time to those involved in resolving the incident
- P11 anticipate dangers to health, safety and welfare and advise others to avoid exposure to unnecessary risk
- P12 delegate activities to personnel with suitable level of competence
- P13 provide instructions relating to delegated activities
- P14 inform, advise and seek support from suitable contacts regarding factors in which they have interest or control
- P15 provide accurate information to the media and utilise media resources to inform and protect the community
- P16 provide feedback to personnel to support effective performance
- P17 obtain technical and professional advice from suitable sources to support decision making
- P18 co-ordinate activities with those of other agencies to maximise effectiveness of response
- P19 make necessary changes to infrastructure and communication channels to meet emerging needs of the incident

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- P20 conduct comprehensive briefings with relevant people
- P21 evaluate the implications and factors influencing long-term incidents including the effects on the organisation, its personnel, the community and wider perspectives
- P22 agree plans to maintain the strategic response to protracted incidents

Liaise with media and other agencies to achieve strategic objectives

You must be able to:

- P23 establish contact with key personnel in other agencies before and during your involvement in the incident
- P24 ensure that relevant agencies have sufficient, accurate information with a suitable degree of urgency to enable effective co-ordination of response
- P25 provide media contacts with relevant and accurate information and utilise their support in informing and protecting the community
- P26 control and manage contact with the media including location, personnel and vantage points
- P27 co-ordinate liaison with media and other agencies without compromising action to resolve the incident
- P28 maintain confidentiality and security

Debrief following resolution of incidents

You must be able to:

- P29 arrange sufficient debriefs of suitable type and frequency to meet specific needs
- P30 gather and review all pertinent information from internal and external sources
- P31 encourage full review of procedures and performance relevant to the incident in order to identify learning outcomes
- P32 determine possible changes to procedures, resources or personnel performance which would improve future practice and service delivery
- P33 identify trends and their implications for future service delivery
- P34 establish the support needs of personnel involved in the incident and instigate action to deliver this
- P35 provide feedback to personnel and other agencies involved
- P36 agree action to be taken following debrief activities including responsibilities and timescales
- P37 report and inform political and community contacts on issues which may affect future delivery

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Knowledge and understanding

You need to know and understand:

- K1 the pre-determined procedures for involvement of other agencies, media and key contacts and how these should be implemented
- K2 the range of resources, their capabilities and limitations and their effective use
- K3 the role, responsibilities, capabilities and limitations of other agencies
- K4 legislative aspects associated with management of operational incidents
- K5 how to collect and analyse relevant information at strategic level
- K6 lines of communication at incidents and the incident command system
- K7 the context and characteristics of your local community, including associated risks
- K8 how to prioritise and schedule activities to meet the needs of the incident and manage available resources effectively
- K9 dynamic risk assessment and associated health, safety and welfare issues
- K10 awareness of issues affecting the community, both local and political
- K11 the requirements of the media and how to manage media information
- K12 how to communicate effectively and efficiently with personnel to achieve changing objectives and manage sensitive issues
- K13 how to anticipate needs and requirements of the incident and of the personnel involved in its resolution
- K14 issues of confidentiality
 - K14.1 security - including data protection
 - K14.2 intellectual property rights
 - K14.3 Human Rights and the implications of potential litigation
- K15 organisational objectives, values and how to operate within them
- K16 the types and purpose of debriefs and management requirements associated with different types of incidents
- K17 the range, type and extent of information needed for effective debriefs
- K18 how to analyse trends, identify needs for change to procedures and instigate action to make relevant improvements
- K19 methods of providing feedback and how to select those appropriate to the context and sensitivities of the situation
- K20 requirements and methods of reporting on incidents and how to report to key internal, external, political and community contacts
- K21 organisational procedures and requirements, both internal and external, associated with resolution of incidents
- K22 personal role, responsibility, level of authority, including financial, at operational incidents

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