

TPR Series Webinar Incident Management System

[00:00:00] Good morning, good afternoon, good evening wherever you might be joining us. And, and welcome to this . It's one of of many in the TPR series. Coming towards the end of this series actually, and this one that we're focusing specifically is the title suggests on incident management systems, but specifically in the context of of tier Preparedness response.

I'm joined here today by my colleague Dave . So between us we'll, we'll be presenting the session. I'll start by briefly introducing myself to, to those that I don't know on the call. So I'm the response and technical manager based here in Southampton in the uk. I've been with oil spill response now for about 20 years and I'm fortunate enough to help or pen co-author the tip Parents and Response Good Practice Guide.

And I've also been involved recently in some of the evolutions of the ims good Practice Handbook as well. So hopefully we're gonna inject some of that as we move through the, the slides over the next 20 minutes or so. And this is what we're gonna use today. It's about 20 minutes. Gonna be quite punchy.

We're gonna cover [00:01:00] some, some high level concepts, which I'll talk to in a second. But I'll just passed to Dave and I'll give you a brief overview of what we're gonna cover. Thank you, Paul. Hello everyone. My name is Dave Ruse, as you can see on the screen. I am O S R's Crisis and Incident Management Lead, and I've spent nearly 20 years helping governments and organizations prepare and respond to incidents.

Various types. Typically oil spills more laity, but you know, lots of experience around lots of different incident types. So as Paul said, today we're going to cover incident management systems in the team preparedness and response context. I think let's get on with it. Thank you, Dave. So, yes, in, in typical format.

Just gonna quickly go through what we're gonna cover today. So I think it's probably worth, we're gonna start giving you a little bit of context of what TPR is. I'm hoping that most of you on the call will understand what the the strange diagram is in the corner. There's a little hint to what we're gonna talk about.

First and [00:02:00] foremost, I'm gonna cover that briefly. Then we're gonna go into IMS and we're gonna look at I m. Not as a training course. This isn't an I IMS or ICS 300 course. We assume a certain level of knowledge on here, but please ask questions if, if you do have them as we go through. But we're gonna frame ims as a structure, but also as a skillset set and a mindset and that kind of holy trilogy, if you like, of the three elements that really make an effective and efficient incident management structure or, or system.

As we walk through as well, we're going to sort of dust in a little bit of the, the, the post covid thinking and how the ims or thinking around IMS has evolved o over recent years. COVID had a, an accelerative kind of impact on, on, on incident management and specifically around the sort of virtual hybrid side side of things as well.

So that's what we're gonna cover. I'm gonna move swiftly on to tier preparedness and response. . So this, this wheel, the capability wheel as it's [00:03:00] affectionately been sort of termed, was originally set out as a visualization tool really to try and exemplify the toolkit. We've got in an oil scale response valve, we've got a lot of different tools that we could deploy on the scenario we face.

I'm not gonna go around to 15 different tools there, but. Each one is divided into whether it's a tier one I availability available locally tier two in the green segments around the outside, whether it's available in in that country or regionally. And then in the outskirts there we've got sort of pale blue color, which talks about the tier three or internationally available capabilities.

In the middle, which is often overlooked, and it's not divided into the three sort of subsections of tier one, tier two, and tier three on the screen. But IMS is the tool essentially that pulls together all those different capabilities and allows you to unlock the potential or latent kind of effectiveness that you can achieve for all those different tools or techniques that surround it.

You could say that IMS is [00:04:00] also tiered. Cuz as, as we know, you could have local support for, for an incident management structure, regional or international as well. What we want to really remind you about is the capabilities that surround it all, and including i m s itself are in, in dependent about, about people trained expertise, dedicated equipment, and that that kind of flexible area of other support.

So in terms of capability, IMS is somewhat different and we've, we've taken a different view on how to frame the capability of incident management systems

itself. So I'll pass over today as he talks about the a s l view on how we frame that. Thank you, Paul. And I think one of the things to take away there is that ims incident management systems unlock the potential of all of those other capabilities.

So you can see on the screen three three ways that we break down an incident management system. It's another capability. It's a capability in its own right, and these are the [00:05:00] components. Skill, structure, skillset, and mindset. All of these need to be present and all of them need to work in harmony in order to have an effective incident management system, and more importantly, an effective.

So we're gonna break those down and get into some detail about what we mean by each starting now with structure. So, yeah, thanks David. And I guess when, certainly when I think about IMS or ics I, I, first and foremost think about structure. When you think about the forms, we think about the resources, we think about the software, the roles of responsibility to roll cards, the intimate incident management handbooks, the tangible things that were quite easy to sort of exemplify in terms of an incident management system.

So, but yeah, the structure itself encompasses all those different elements. So I'm just gonna walk through a few slides which talks to structure because there are lots of different flavors. You might be experiencing one type of incident management structure. It might be i c s that you are, you are trained in, but as you, [00:06:00] as you see on the screen, there are lots of different variants on, on, on I m S.

And that's what the, the Good Practice Guide, which is centered in the, in, in the middle there, the ip Good Practice Guide on Incident Management Systems that was brought together to try and exemplify and illustrate all the commonalities, if you like, the things that work really well. , you see on the screen there, various international I guess modifications or adaptations of, of, of ICS or I M s.

But there are common themes that run through those systems and I'm gonna quickly pull out some of these. I'm not gonna go through all of this. We're gonna share the slides, so please, you can use these as a reference aid, but there are certain things that sort of jump out and I just wanted to touch.

First and foremost, I guess, is the command structure. An incident management system is just about understanding what's happening and knowing what you're doing about it, and as Dave said, unlocking the potential those capabilities. First and foremost that we can affect an effective and, and, and efficient response.

Lots of different approaches to the command structure from a single u command [00:07:00] unified commander Coordinated command and, and wherever you're operating in the world will depend upon on what that type of structure that you use. Another feature is the kind of almost infinite scalability of this, this, this, this structure, if you like.

Going from an individual person who, who runs through some, some of the frameworks of, of an I m s, right through to what we've seen in, in, you know, you know, in 2010 in Macondo, where we had 47,000 people as part of that overall capability piece there. So infinitely scalable. One of the things that allows it to be scalable is another feature of of the incident management system is that that manageable span of control.

On the, on the slide there, it says around three to seven, it's not prescriptive exactly, but that's the sweet spot between three to seven people. More than that, we tend to break out and create other, other structures, if you like, or, or, or extra lines of. There's one of, one I just skirt skirted over there is about the incident action plan.

That's, that's a critical piece, and that talks to the, the operational period [00:08:00] of either a verbal or often a written um, sort of commitment to what you are going to achieve in that next operational period. Well, the other one I missed there, a very key and very important one is being objectives driven so that all those resources, everyone's effort is pointed towards the, the same direction.

I'm gonna skirt through some of these here. I'm gonna sort of settle on the last piece under sort of managing an incident using ims specifically around the planning cycle. As I said, this isn't an I ICS or IMS 300 course or a specific training, but for those of you on the call, you will recognize the planning p and one of the evolutions that we've seen in, in developing the new incident management good practice guide is this evolution towards Allowing us to think systematically outside of that, that typical operational period.

And, and as we know, that operational period is typically set during the incident. Let's say it's a 24 hour operational period, we are recognizing that. Putting a, a [00:09:00] structure in place to allow or to allow a structured approach to that forward planning piece allows us to be more tailored and targeted in, in our actions to prevent the, the worst case scenario from a, from emerging.

So what it does and what we are hoping to see in the new Good Practice Guide when it's released is a treatment on this, this forward planning. Framework essentially, which is a modification of technique that we've uh, seen deployed really quite effectively on crisis management. Crisis management is very much about understanding how to offset or prevent the worst case scenario from a, from materializing.

But what this does in the good practice guide we're gonna see is a, a stepwise process, which allows us to review the objectives and key facts to make sure that we're, we've got the key facts that we're, that are gonna drive our decision making process. And then allow that brainstorming process to, to kick in, to understand those potential issues that could materialize it, prevent us from achieving [00:10:00] those objectives.

What then that allows us to do is apply a very sort of arbitrary or, or basic risk-based assessment to prioritize those issues. And then you can create mitigation action that feed into the incident action plan to get you ahead of the incident. It's very much a process to get out of the down and in and looking at that sort of transaction 24 hour cycle into ice to the horizon, and prevent those issues from, from worsen.

So hopefully we'll see that up here as the Good Practice Guide is released. I'm gonna pass next to Dave. He's gonna talk about the second part of the trilogy, which is Skillset. Dave. Thanks Paul. And I think the forward planning cycle is probably amongst the one or two most important updates in the new Good Practice guide.

That appreciation of how to anticipate the longer range issues. So we've covered off structure structure's clearly very important. But the reason it is there is to support and [00:11:00] underpin people, which are the most critical piece. And there are, we look at people through two dimensions, the first of which is skillset, and then the second is mindset, which we'll talk about in a minute.

We define skillset here as who's on the team, what can they do? And we're talking about competencies. The competencies required to manage the incident or crisis or. Within the team, we need certain technical skillsets and expertise, so that could be in legal or finance or IT or science or planning or operations or logistics.

But we then also will need incidents specific expertise. In an all spill, you're looking for environmental and also response. We might be looking for PR or

reputation management in a different kind of incident. You might require cyber security or cyber. The main expertise. So that's one way of looking at skillset.

The other way of looking at skillset are the behavioral [00:12:00] competencies that are needed, such as leadership, being able to formulate and execute a strategy to innovate, to influence, to communicate, adapt to change, teamwork, and communicate with clarity and be able to portray that to the various stakeholders.

So two ways that we would look at skillset. As we go on to the next slide, just there just a graphic that shows some of the, the blend and the mix of skills that are needed in order to be effective. So we'll move on again to different operating models. This is something else that's coming out in the new Good Practice Guide and by different operating models we're talking.

Virtual or physical or hybrid response. So I think what the pandemic showed us is that the old thinking that incident management can only be done face-to-face no longer applies. And yes, there will be some cases where it is desirable, but what we [00:13:00] have learned through the pandemic is how to operate effectively when either fully virtual or in a virtual hybrid setting.

So we now have much more confidence in those. And the latest thinking around them about how to make them work. And I think even though the restrictions imposed by the pandemic are now largely gone, the benefits of being able to run in a virtual or a hybrid incident management team are, are clearly there to stay.

So when used appropriately in the correct circumstances, it can enable that initial response to get going far more quickly. And it can help access a much broader range of expertise and put that available to the instant management team or crisis management team so that they can make better decisions, which is especially useful when that expertise might only be need for certain time periods.

So this is under the [00:14:00] skillset category. You might say, well this, this feels like structure. We think it's under skillset cuz this is about the access to that e. So demands and depends on other skills. So as we all experience during the pandemic, working through a screen requires a different approach and a different application to ensure you know, different application of things like leadership and making sure the communication is effective, that it's received, that the, the informal and formal communication lines, which are a characteristic of IMS can happen.

And those skills that we learned, we need to apply in a response situation with the addition of the pressure, the pressure created by needing to make decisions rapidly with incomplete and and questionable sometimes information. So I would offer that having structure and skillset are both clearly critical, but in themselves are not enough, and that.

The [00:15:00] mindset ingredient. The second way that we look at people, which makes the difference between an average and a high performing response team. So what do I mean by mindset? It's talking about how individuals and how the team perceive and tackle challenging situations. And the key thing to take away from this is that mindset is a.

So we're talking about how people and organizations make sense of and approach the challenge of a crisis, which is what we think governs their performance at a team level. This is the collective mindset, the chemistry of the team, the different types of personalities that need to be able to work together and avoid close-minded thinking, to be able to really debate and, and discuss issues at pace.

And that's an individual level, which the ability. Understand the world, what's happening and make sense of it in a way that you can act with composure and perform appropriately under pressure. [00:16:00] And there will be, some of you, I think would say, well, some people are naturally very gifted at that, and that's a natural thing that comes to people, what we've learned.

And we've learned this from science, from the military, from sport science, from the Blue Light services, is that this is also a skill, and unlike any skill it can be taught, it can be practiced, it can be honed, and it can be perfected. So just to show you, we've developed and curated a toolbox that we provide to people who work in incident and crisis management teams based around a very simple.

Red to blue heads, which is the one on the left. And this is all about where you place your attention will help govern performance. And I won't try to get, I won't try and get into any detail there. But please get in touch if you'd like to know more. And this is, This is really interesting, really exciting.

We're finding the most progressive organizations now are switching on to the importance of teaching [00:17:00] mindset and resilience to their crisis teams. So lots of really interesting stuff happening in this space. On the right hand side of the screen, one of the ways is a, is a picture showing the heart rate monitor, heart rate variability.

Which we use during our training as a way of showing how the stress reaction, the physiological stress reaction can be affected by using these simple tools that we provide, we can get people back to clarity and thinking clearly under pressure. And just on the next slide, a couple of grabs from some training that we did recently.

The first person here is, is the stressed out instant commander. They were wearing the heart rate monitor through the training, and you can see by the red bars being very high, you know, very, very stressed individual all the way through the simulation that we were putting them under, and the spike in the heart rate, which is the black line at the point where they were told that they needed to make a call to [00:18:00] headquarters to.

So this was an individual before we'd given them any of the tools to, to affect this, just to create some baseline data. This is the sort of information that makes it very personal and helps people really connect to it and, and why it's important. And then on the next slide, we've got a very, very calm, composed, super experienced incident commander that already would've had some of the inherent natural ability and some tools in their toolkit to manage and maintain stress.

So the same type of. Two very different stress reactions from two different people shown by the data. But what this enabled us to do was have really quality conversations and curate further the, the help and support we could give. So I've kind of dived into how does O S R L work with organizations and teach this and, you know, we are still continuing to develop.

And I think that probably wraps up mindset in the time that we have. I'm quite conscious of the time and we could talk about this for a while, but Paul, I'll give it back to you to wrap up. Yeah. Thank you [00:19:00] Dave. Yeah, as, so that was a whistle stop tour and hopefully given you a different lens to look at i m s and as mentioned at the start, the structure is what comes to mind when you think of i m s.

You think of ics, the forms, the software, et cetera, et cetera. And, and certainly our member companies and those of which are on the call today, we know that that's that's something that you manage very carefully as are the skill sets and obviously part of t tpr and sort of the general preparedness pieces, making sure that we.

Trained and, and, and competent in the roles that we do. I, I feel like the, the real growth area to really unlock the potential of those structure and skillset to,

to, to make them, you know, as effective as possible is, is that area of mindset. They've shown some really interesting sort of snippets of what, what we've done already with certain certain of our members.

And it is quite breathtaking how. . This is isn't something that's just innate. You're not just born with it. It is a skill that can be learned and there are tools and techniques that you can calm yourself and, and, and achieve almost that flow state, if you like, throughout. So I believe that that [00:20:00] mindset piece is, is a real growth that human area, if you like, of of, of, of, of an affected and, and efficient oil spill response or, or incident response itself.

So, so yeah, that's that's something we. just giving you enough of a flavor here. We're coming up on time now, but so that, that was our take, if you like, on an incident management system as part of the T P approach. We know we could only cover a certain amount in, in, in 20 minutes. So we've just up on the screen now with some extra further reading.

We should be very soon in in terms of ip cuz publishing of the, the new good practice guidance, the updated version, which we kind of went your appetite on. There are lots of other changes in there. So it should be a really exciting read and, and bring in that, that thinking up to date. That's the link there.

We'll share this afterwards. You can actually go and download the current Good Practice Guide, but watch that space for, for the new guidance. And also unashamedly, we're pointing you towards some of the O S R resources, the Incident Management Handbook. Which is that sort of more transactional kind of approach to, to, to running an incident.

But then, The [00:21:00] Crisis Management Handbook as well, takes it a little bit further, takes so of the concepts that we've touched here upon this, the trilogy of skillset, mindset structure in, in a crisis management kind of framework, but they are infinitely transferrable to an incident management piece as well.

So please feel free to go online, download that. But equally, if you have any questions, please reach out to Dave, myself, or anyone else in an oil spill response. We'll be happy to answer any questions offline, but equally we've got I think seven minutes on our time contract. So we're happy to take any questions now.

I'll ask Christine, have we got any questions that are coming through. I have now allowed mics so people can ask questions if you'd like to. We don't have any questions at this point.

Go ahead, mark. Good afternoon ladies and Jans. Just a quick one. Dave, you were talking there about the the, the new operating Sort of models which have come through, obviously during Covid and the pandemic. The world obviously has changed now, and we, we've moved more to this, [00:22:00] this hybrid working as well as the virtual as part some of the emergency response I was involved with during Covid, we had a lot of silver tactical coordinating group meetings, which were done virtually as yourself and the team.

Any particular areas of drawback when virtual meetings, particularly in emergency and crisis response? A couple of things that we found is that when those ground rules, the fundamentals weren't set well by the chair and the facilitator. Those meetings did the track from some of the, the quality of some of the input.

We found that where cameras amazingly were not used. By, by some of the participants, there was less involvement, particularly with the category two responders who didn't have a major part to play. And also we found some of those opportunities where someone in a, in a team would, would perhaps speak where there was space in a virtual environment.

They didn't take that opportunity of yourself and the team found that in those virtual environments that there was [00:23:00] any loss of quality in terms of participation. Thank you, mark, and, and you've, I was going to invite you to answer your own question, but you did provide some stuff and echo everything that you've seen.

I think we saw the evolution over the course of the, certainly initial stages of the pandemic as people got to grips with how to do it, fatigue management, certainly as the pandemic went on, became. Particularly important issue to manage the long time stuck at a screen. Very difficult to step away cuz you don't know what you're going to miss.

Those kind of effects. So yes, there were some drawbacks and I think collectively and there's more information in the Good practice guide and some of our other documentation as well about how to do it well. But certainly I think it came down to the wellbeing aspect, fatigue management rather than, Necessarily the quality of the decisions made, and I think in fact, that was one area that we feared might be [00:24:00] compromised.

And when we talk about the importance of managing things face to face where you can, because you can have the full conversations. When we started off going online and working with our members on this, the fear was we're going to lose quality. We're going to make. Good decisions and that was probably the area that we didn't see.

Mm-hmm. so much impacts. Paula, I dunno if you would add to that. Yeah, I'm gonna probably echo some of the things that Mark you already pointed out there. So on the slide earlier we talked about meeting and it's really important to set that etiquette and, and make sure everyone is aware of that. So things, simple, things like you earlier on, you put the hand up.

That virtual hand is such a powerful tool to allow people to interject at the right time. We also found that in certainly some of those very large meetings or lots of breakout meetings, if you like, the use of process facilitator really helps as well. So and that's something that, that maps again from the crisis management piece as well.

Someone who understands the process and, and can help hold people's hand through it. Yeah, there's a whole bunch of things. But yeah, I'll go back to the [00:25:00] fatigue management. Cause there is a tendency if you're set at home and you're on your laptop, then there is this, this, this distraction, this draw towards the day job as well.

So on the slide, earlier on, we said about making sure that you do create the division between the two. Delegate down and get your man line managers to support, to allow you to focus on the incident. Cause it will. Time out of a day. And it's so tempting just to click across to another meeting cuz you can which is one of those things you can't do if you're in a physical incident command center if you like.

Yeah. So, so yeah. Lot, lots of findings. Probably a few others there, but um, yeah, I think those are the big ones. It'll be good to compare notes further. Mark. Yeah. Yeah, definitely. Nice one. Thanks for that. Thanks.

Do you have any others? We do not at this stage.

Okay. I don't see any more hands up, but as I said, if there are other questions that you want to ask but wanna take offline, then please reach out to us. [00:26:00] Christina, I think in terms of admin, that they'll have access to this, this recording as well on the slides. Yes. So the recording will go on the website later this week.

And we'll also email out to let everybody know that that's been done and the slides will be available, as Paul said. So yeah, we'll let you know. Thanks Christine. And finally just to say thank you for joining. Say it was, was a whistle stop all. Hopefully we've wet your appetite and given you a different lens to look at incident management systems in a T P R and skillset structure mindset approach.

But, but thanks for your attention and yeah, see, see you soon.