

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 9a

AI9a

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 9a: Response operations minimise the negative impacts of an event on the community and provide the support needed for recovery

This is about response operations: the attributes that they have, the needs they meet, and the way that entities conduct them.

Examples of applying the Accountabilities to Outcome 9a

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities' roles in response operations are established and documented
- Individuals know what their responsibilities are during response to an event

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise individuals to perform the responsibilities allocated to their role during disaster response operations
- Entities have the authority to carry out response operations, for example it is given in legislation

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities understand which decisions they have the authority to make during response to an event, and which decisions need to be made by other entities
- Individuals gain approval from the appropriate entity for actions they need to perform during response operations

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities have a process in place for keeping track of decisions made during response operations, and monitor the impact they have
- Entities record the actions taken during response operations, and their outcomes, in a register so that they can be included in event reporting

Decisions are recorded as they are made, and their implementation is monitored

- Entities record the decisions made by individuals in positions of authority during response, and they are evaluated in after-action debriefs and reviews
- Individuals record the actions they are directed to take during response operations, and monitor their effectiveness

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role of entities in disaster response operations is based on relevant doctrine, such as the [Queensland State Disaster Management Plan](#)
- The responsibilities attached to individual roles during response to an event are based on relevant doctrine such as internal processes or procedures

The action or activity is based on relevant doctrine

- The actions taken by entities in response to an event are based on relevant doctrine, for example entities open and establish cyclone shelters in accordance with the relevant procedures and in a way that aligns to the [Queensland Cyclone Shelter Reference Guide. 1.188](#)
- The way entities perform activities during response operations are based on relevant doctrine, such as internal guidelines and processes

Doctrine is agreed and shared between entities

- The doctrine entities base their disaster response operations on has been agreed to and is shared between the entities involved, for example entities at the state level agree to base their roles and responsibilities on those outlined in the [Queensland State Disaster Management Plan](#)

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use terminology that is consistent with accepted disaster management doctrine such as the [Queensland Disaster Management Lexicon](#) or the Australian Institute for Disaster Resilience's [Australian Disaster Resilience Glossary](#) when discussing response operations
- Entities use common language and terminology that is widely known in the sector when discussing response operations with other entities or providing situation reports to external personnel

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities establish relationships with other entities they work together with during response operations
- Individuals build positive relationships with others in the sector who perform a similar role or have a similar function, enabling them to be contacted for advice or assistance during an event

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities document the training that personnel need in order to perform disaster response roles, and ensure that individuals allocated to these roles have fulfilled those requirements
- Entities know which skills and training personnel need to have in order to perform their duties safely during response to an event

Opportunities are provided for on-the-job training and development

- Entities provide personnel with opportunities to develop new skills during response operations
- Entities pair individuals with less experience with those who are highly skilled or experienced when conducting response operations in order to build higher levels of capability

Upskilling and cross-training provide a reserve of personnel

- Entities ensure that backup personnel are trained for each position required during response to an event, to cater for fatigue management and variable staff availability
- Individuals are trained in more than one response role, so that they are able to help others or provide additional capacity if needed

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have the tools needed to perform their disaster response roles
- Entities have the resources needed to conduct response operations, and they are used according to the processes that have been agreed to

Enablers are accessible to the relevant entities, including the community if necessary

- The tools that entities need during response operations are accessible, for example the software used by entities is simple to access and log into
- Entities have access to tools shared by other entities to assist in responding to a disaster

Enablers meet the needs and requirements of all relevant entities

- The tools used by entities during disaster response meet their needs, for example there are enough computers in their disaster coordination centre for everyone to have one
- The data that entities have access to is sufficient to enable an effective disaster response

Benchmarks for the performance of enablers have been established and are being met

- The physical tools that entities use during response operations meet minimum performance requirements
- The resources that entities use during disaster response, such as tasking and communications software, work the way they are expected to

Alternatives or backups are in place

- Entities can access alternative tools to replace or supplement the ones that are primarily used to perform response operations
- Entities make provisions for backup equipment to be available for response operations, such as sourcing alternative equipment from a different location if the primary equipment is inaccessible

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process that includes the activities conducted during disaster response operations

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities know which capabilities are needed to perform their role during response to an event, and which training is needed in order to develop them
- Entities have a register of the training that it requires personnel to complete prior to performing certain roles during response operations

A variety of exercising and testing methods are being conducted and evaluated

- Entities run response-based exercises and improve practices and processes based on feedback gained during exercise debriefs
- Entities test the way activities related to different roles are performed during response operations, and determine whether they could be done differently to improve outcomes

Insights are included in a lessons management process

- Entities include observations and develop insights about the actions taken during response operations, and include them in the lessons management process
- Entities develop insights from the observations made during post-event debriefs, and include them in their internal lessons management process

Lessons identified are shared with other entities, and with the community when relevant

- Entities share lessons that they identify through conducting disaster response operations with other relevant entities to enable capability building across the sector
- Entities share system-level lessons they have identified about disaster response with other entities through participating in a system-wide lessons management process

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities analyse insights about the effectiveness of response operations, and use them as the basis to make improvements to their practices
- Individuals suggest improvements to the processes associated with their response roles based on insights gained during exercises

Contact

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