

Incident Management Team Training Project Scope

Purpose

The intent of the Incident Management Team Training Project is to improve the sustainability of training and capability of incident management personnel for Victoria. This will be achieved by developing common training packages, leadership and exercising frameworks, robust accreditation programs, coaching and mentoring programs and experience based learning tools. The project will provide a long lasting legacy that can be utilised by all agencies.

Achievements

The IMTTP has been running since 2010 and will be complete in June 2014. The project has already delivered a number of important outcomes and has led to the development of the skills of a number of incident management personnel across CFA, DEPI, SES and MFB. In addition, the project has provided a mechanism for the agencies to work together to improve the consistency in the training and development of incident management personnel.

See the *Project Achievements* document for more information on what has been completed to date.

Working in partnership



Department of
Environment and
Primary Industries



Incident Management Team Training Project

Project Scope

Training Development

Multi-Agency Training Packages

Develop and pilot new multi-agency Level 2 incident management training programs for CFA, DEPI, MFB and SES personnel. These common training packages will provide personnel with the technical skills required to support good incident management.

Incident Management Leadership Programs

Lead the delivery of three of CFA's incident leadership development programs:

- Fireline Leadership
- Incident Leadership
- Organisational Leadership

The project will also develop a follow-up program to support Brigades to integrate learnings from the Fireline Leadership program into their every day practices. This focus on leadership development will support our personnel to develop the key leadership skills of communication, decision making and teamwork to support good incident management.

IM Training System

Ensure that CFA has the mechanisms, tools, processes and procedures to deliver improved multi-agency incident management and leadership training. This will support CFA to improve the sustainability of our training and the capability of our incident management personnel.

Capability Frameworks and Programs

Strategies

Develop strategies which outline the approach CFA and other agencies will take to improving incident management capability over a number of years in the following areas:

- Incident Management Capability
- Computer Simulation
- FBAN and Predictive Services

Frameworks

Develop frameworks which ensure CFA, DEPI, MFB and SES form consistent policies and standards in the development of incident management capability. This will ensure our people are trained and developed to the same standard. These frameworks include:

- Incident Leadership Framework
- Accreditation Framework
- Exercising Framework
- Coaching and Mentoring Framework
- Case Study and Staff Ride Development Process

Programs

Design and pilot programs which will support CFA to align to the standards set by the multi-agency incident management capability frameworks. These programs will support CFA personnel to learn from the experience of others, practice their skills in a variety of contexts and gain accreditation in key roles. Programs include:

- Coaching and Mentoring
- Staff Rides and Case Studies
- Coaching and Mentoring

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Training Development Project

The intent of the Training Development project is to enable the standardisation of training for incident management personnel in Victoria. This will be achieved through developing standards for incident management and leadership training programs and a model for the sustainable delivery of incident management and leadership training. The project will enable the achievement of consistent training standards for incident management personnel and improved incident management capability in Victoria.

In scope deliverables

Multi-Agency Training Packages	Milestones
<p>The project will lead the development of Common Training Packages for 13 L2 Incident Management roles. The packages will be developed by personnel with significant experience and expertise in the role and in the multi-agency environment, supported by training design experts.</p> <p>Agency Representatives from CFA, DEPI, MFB and SES inform the development of the training, including volunteers and staff.</p> <p>Once ready, each Common Training Package undergoes a pilot process, with a pilot training course held both during the week and over weekends to meet the needs of both volunteers and staff from across the agencies. Participants in these pilots will include volunteers and staff from across the agencies and may also come from interstate agencies to assess the suitability of these multi-agency incident management courses for the needs of other jurisdictions.</p> <p>For a detailed calendar of pilots please see the IMTTP Pilot Course Calendar.</p>	<p>12 pilots will be completed by December 2013.</p> <p>All pilots will be complete by May 2014.</p>

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<p>The roles for which the IMTTP will develop Common Training Packages are:</p> <ul style="list-style-type: none"> • Incident Controller L2 • Safety Officer L2 • Planning Officer L2 • Situation Officer • Mapping Officer • Fire Behaviour Analyst • Logistics Officer L2 • Operations Officer L2 • Sector Commander • Public Information Officer L2 • Media Management Officer • Warnings and Advice Officer • Community Liaison Officer and; • Introduction to Leadership 	
<p>CFA's Incident Management Leadership Programs</p>	
<p>The IMTTP currently delivers a number of incident management leadership programs, including:</p> <ul style="list-style-type: none"> • Fireline Leadership: targeted at Brigade level, this course introduces the fundamental principles of leadership and provides participants with an opportunity to put these into practice. 	<p>Complete: May 2014</p>

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<ul style="list-style-type: none"> • Incident Leadership: Incident Leadership offers hands-on experience in directing, controlling, and monitoring resources during emerging incidents. Multiple learning cycles and numerous perspectives provide participants with opportunities to learn, practice, and improve leadership skills and to build recognition cues for future assignments in IMT's. • Organisational Leadership: Never delivered in Australia before, this high-intensity, hands-on program, cultivates proficiency beyond the technical requirements of doctrinal systems, such as Australian Inter-service Incident Management System (AIIMS). or the Incident Command System (ICS). The program offers IMTs (Australian Level 2 and Level 3 or North American Type 2 and Type 1) the practical skills and tools to build cohesion, adaptiveness, and resilience during complex incident planning and operations. The IMTTP will run a pilot of Organistaional Leadership in 2013 and evaluate it for CFA purposes. • Fireline follow up: The project is developing a program to assist brigades to embed the learnings following attendance at the Fireline Leadership course into their everyday interactions. This supports brigades to develop a strong culture of values based leadership. 	
<h3>Incident Management Training System</h3>	
<p>The Incident Management Training System will support the delivery of the Incident Management and Leadership Development within CFA. This system will include:</p> <ul style="list-style-type: none"> • A sustainable model for establishing the training need and ensuring appropriate training supply, including: <ul style="list-style-type: none"> • Setting of learning strategy. • Capability needs analysis. • Multi-agency interoperability. 	<p>Complete: May 2014</p>

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| <ul style="list-style-type: none">• Management of standards.• Program, content and assessment design.• Setting of annual course schedules.• Availability of suitability qualified instructors and facilitators.• Flexible delivery.• Accreditation <ul style="list-style-type: none">• Nomination processes and procedures for incident management common training packages delivered by CFA.• A transition plan to support personnel who already hold experience and expertise in IMT roles to achieve the new L2 accreditation.• Integration of common training packages as qualifications within TRAIN.• Sustainable support for the delivery of incident management leadership development at CFA. | |
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Capability Frameworks and Programs Project

The purpose of the project is to support the IMTTP intent by developing multi-agency frameworks, programs and strategies that enable incident management. This will be achieved through delivering supporting frameworks, programs and strategies in incident management capability (incident management, predictive services and simulation strategies), leadership, incident management role accreditation, exercising, coaching and mentoring and lessons learned.

In scope deliverables

Multi-Agency Incident Management Capability Strategy and Framework	Milestones
<p>The project will develop a multi-agency Incident Management Capability Framework. This framework will set the policy, requirements and standards by which the agencies will approach the development and maintenance of human incident management capability.</p> <p>In addition, a strategy will be developed to describe how the agencies will achieve the standards described in this framework over a five year period.</p>	<p>Complete: June 2014</p>
Multi-Agency Incident Management Exercise Framework	
<p>The project is developing a multi-agency Exercise Framework. This framework will set the policy, requirements and standards by which the agencies will approach exercising in the state.</p>	<p>Complete: May 2014</p>

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<p>Multi-Agency Accreditation Framework</p>	
<p>The project is developing a multi-agency Accreditation Framework. This framework will set the policy, requirements and standards by which the agencies will approach the accreditation of key incident management roles at Level 2 and level 3.</p>	<p>Complete: May 2014</p>
<p>Multi-Agency Coaching and Mentoring Framework</p>	
<p>The project is developing a multi-agency Coaching and Mentoring Framework. This framework will set the policy, requirements and standards by which the agencies will approach the coaching and mentoring for incident management personnel at Level 2 and level 3.</p>	<p>Complete: May 2014</p>
<p>MACC case study / Staff ride</p>	
<p>The project is leading the development of a documented process for case studies and staff rides.</p> <p>In addition, the project will lead the development and pilot of new staff ride to support incident management personnel to learn from the experiences of others and understand decision making processes and other human factors in incident management environments.</p>	<p>Complete: June 2014</p>
<p>CFA's Accreditation Program</p>	
<p>The project will lead CFA's Accreditation for L3 incident management personnel.</p> <p>The program is already running for L3 Incident Controllers and will be rolled out for other Level 3 roles.</p>	<p>Complete: May 2014</p>

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Incident Management Leadership Framework Implementation	
A Multi-Agency Incident Management Leadership Framework has been endorsed and further work will be undertaken to implement it, to further support the development of incident management personnel. This will be focussed on ensuring personnel gain skills in decision making, communication and working as part of a team.	Complete: May 2014
CFA's Coaching and Mentoring Program	
The project will lead the development of a Coaching and Mentoring program at CFA, to support incident management personnel to develop their skills by learning from others who are experienced in the role and to contribute to a learning and improvement culture.	Complete: May 2014
FBAN and Predictive Services Strategy	
The project will lead the development of a strategy on behalf of CFA, DEPI, SES and MFB to integrate scientific and technical products and services in all-hazards emergency management. The results of this work will be focussed on the Fire Behaviour Analyst role and ensuring the FBAN program is placed on a sustainable footing in Victoria.	Complete:- October 2013
Simulation Strategy	
The project will lead the development of a strategy for the application of computer simulation in incident management capability development.	June 2014