School of Professional Development and Leadership

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Assignment Cover Sheet

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Unit No.:	PDPS352 OS-TRI-2 CHIN-UNI OF Assignment 2
Unit Coordinator:	Mr. Dennis Willis
Assignment No.:	Two A
Topic:	Reaction in Civil Care and Security: Incident Management Models - Logistics Manager for Critical Incident.

Ensuring appropriate levels of logistical support is another integral aspect towards the successful management of a critical incident.

Describe how you would undertake the role of logistics manager as depicted within most Incident Management Models for your organization during the ongoing response to and management of a critical incident. What would the key issues that you may be faced with in assessing, securing, transporting, managing and accounting for the

logistics that your agency or organization may require. What support infrastructure may be required and is your agency prepared to access sufficient logistical support during this crisis. After the completion of the incident what recommendations for improvement would you present to the incident resulting fro your experiences as logistic manager?

Module 3 contains significant information in relation to this assignment, as does module 2. Where possible relate to your practical experiences within your agency or organization as well as additional research.

PLAGIARISM DECLARATION FORM

This form must be completed, signed, dated and included with each assignment you submit for marking to the University or one of its partner institutions.

If you are submitting the assignment electronically, you must still complete and include this form with your assignment. You will be deemed, in effect, to have signed this form when you hit the 'Send' or 'Submit' button to submit your assignment for marking.

Student Name: LAW Sing-yue, Rosalie

Student Number: 220006654

Unit of Study: Reaction in Civil Care & Security

Assignment No: PDPS352 OS-TRI-2 CHIN-UNI OF_2

Submission Date: 2018-03-07

Declaration:

I have read the University Policy on Plagiarism and Improper Conduct, the document Avoiding Plagiarism, the relevant sections on Plagiarism provided in the UNE Style Guide and my Faculty's Handbook, and the materials pertaining to plagiarism contained in the Study Guide or Handbook for this unit.

I declare that, to the best of my knowledge and belief, this assignment is my own work, all sources have been properly acknowledged, and the assignment contains no plagiarism.

I further declare that I have not previously submitted this work or any version of it for assessment in any other unit or award offered by the University of New England, its partner institutions, or any other institution, without first ensuring that an explicit provision has been made and that I have obtained written permission from my Unit Coordinator/Supervisor for doing so (documentation supporting this provision MUST be attached)

Student's Signature: Rosalie Law

Date of signing: 2018-03-07

Reaction in Civil Care and Security: Incident Management Models - Logistics Manager for Critical Incident

Background

"Two heads are better than one". (Peter S. Cohan, 2003)

Peter Cohan, in his book Value Leadership, brings together the numbers people and the culture people with a rationale and clear treatise. He offers an effective tool to measure the results of this balanced and effective leadership stance. He takes the traditional business analyst's quantitative factors and combines them with critical qualitative factors to create a numeric score which can be used to assess current business functioning and to plan for strategic and tactical improvements.

"As an effective knowledge team, they can often create a sort of synergy where the outcome of the whole is greater than the sum of its individual parts."

(Kimball Fisher and Mareen Duncan Fisher, 1998)

Collaborative Work (Michael M. Beyerlein, 2003) is taken to mean work that is work undertaken as part of a group activity. There is an implicit assumption in most of the literature on collaborative working that the group activity is directed towards some shared goal or has some common purpose. As with almost any form of group activity there is some element of social interaction to the work as well as the simple fulfillment of a task. (Michael M. Beyerlein, 2003)

Michael M. Beyerlein, in his book Beyond Teams: Building the Collaborative Organization, laid out in such a manner that it can be applied in any given situation. The ten guiding principles are structured and repeated in various collaborative work settings consistently. This allows me to apply the principles in their unique setting. The ten guiding principles are explained for each general situation with a short description given for when the principles are not working and, more importantly, when they are working.

A member of a group, who represents the interests of a larger organization. e.g. a government or a trade union, etc. at a meeting of some kind called a delegation. (Donna M. Genett, 2004)

Donna M. Genett in her book If You Want It Done Right, You Don't Have to Do It Yourself!: The Power of Effective Delegation, I learnt steps for more effective time, work, and life management. Delegation is difficult for many of us successful people, but he inspires us to stretch for the purposes of stress reduction and optimal performance.

In order to avoid the principal-agent problem, it is generally important to the organization to take steps to ensure that the delegate or delegation does not have a conflict of interest. Failure to do so may reduce the chances of the organization's viewpoint being represented as well as possible.

Incident Management Model is a tool to facilitate management of an emergency of an incident, either at the scene or from an Operation Center perspective.

There are a lot of Incident Management Models are applicable, such as Incident Control System (ICS), Coordinated Incident Management System (CIMS), Emergency Response Management System (BCERNS), Emergency Response System (ERS) or build their own system. (Dennis Willis, 2006, CUHK lecture)

I just like using the ICS model, which is a systematic tool used for the command, control and coordination of an emergency response, in which allows agencies to work together using common terminology and operating procedures for controlling personnel, facilities, equipment and communication at any incident scene.

Hong Kong Police Force is an integral part of ICS because of his role performs first responder emergency duties, secure incident scene, assists responders in accessing the incident scene, establishes emergency access routes, controls arrival and departure of incident responders, polices perimeter of incident scene and impact area, conducts incident investigation, performs traffic control, assumes role of incident commander if appropriate and supports unified command as necessary, etc.

Police Tactics Unit (PTU) provides an immediate manpower reserve for use in any emergency. PTU companies are available for internal security, crowd

management, anti-crime operations and disaster response duties throughout Hong Kong. The PTU also provides up-to-date instruction and training in internal security and crowd management techniques for a wide cross-section of Force members. As a Sergeant has to understand the logistics function for prepare any critical incident or emergency.

There are totally five points of view to discuss in this assignment. The first topic described is "what logistics is and the role of logistics manager/a person responsible for logistics?" The second topic evaluated is "basic structure and organization of a logistics operation." The third issue concerned is "what the key issues for the logistics are?" and the fourth issue concerned is "what support infrastructure may be required?" and the last issue is "what recommendations for improvement?"

Introduction

Logistics

Firstly, the dictionary definition of what logistics is: ***"The branch of military science having to do with procuring, maintaining and transporting material, personnel and facilities."***

Logistics is one of the three basic military arts in modern doctrine. These are:

a. ***Strategy:*** the broad plans for employment of military sea, land and air forces. This includes the structure of the force and its broad objectives in times of peace and war;
b. ***Tactics:*** the employment and maneuvering of forces to implement strategy; and
c. ***Logistics:*** the provision of resources to support the strategy and tactics of combat forces.

(Oxford Advanced Learner's English-Chinese Dictionary 6th edition, 2004)

An Internet definition is that ***"Logistics are the area of military operations dealing with the procurement, distribution, maintenance, and replacement of materiel and personnel."*** (www.army-technology.com/glossary/logistics.html)

Logistics Management

According to the US Federal Emergency Management Agency (FEMA) the leading US organization researching and developing standards for emergency logistics. Logistics management is the process of planning, preparing, implementing and evaluating all logistics functions that support an operation or activity.

Effective logistics management ensures that all functions are executed in a unified manner in order to reduce costs, ensure appropriate support actions, and decrease delivery time. Individual logistics functions that have to be harmoniously and effectively coordinated are: material management (i.e. inventory, requisitioning, resource tracking, issue and distribution, etc.); facility management (i.e. information systems, communications, fleet management, safety and health, etc.); transportation management (i.e. ordering, sourcing and acquisition, movement coordination and tacking, etc.). Integration of all these functions into an effective mobile emergency response support strategy or mechanism requires high flexibility and adaptability of the organizational structures involved, which can be achieved via an appropriate information infrastructure. (http://www.fema.gov)

Logistics Manager / The Role of a Person Responsible for Logistics

A person, even without or with actual ranking, responsible for meeting all of the emergency incident resources and support needs, such as providing facilities, supplies, equipment, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, transportation including inoculations and other services in support of the incident and the Emergency Operation Center (EOC).

Responsibilities

As a Sergeant has to prepare incident reaction plan pertaining to locations of facilities, personnel, transportation, other support and services needs, even before, during or after a critical incident.

1. Assemble and brief our crews on duty, safety, communications and other field requirements.
2. Accounting for expenditure and accountability of resources during response.

3. Ensure command post and field communications are established.
4. Provide input to and review communications plan, medical plan and traffic plan.
5. Coordinate and process requests for additional resources.
6. Meet with information officer to determine requirements for information center.
7. Liaise with a person responsible for operations and planning to determine level of manpower and resources needed.
8. Accurate information management and recording of event during response.
9. Benefit of EOC infrastructure in achieving effectiveness in overall logistic management and accounting. (PTU Sergeant Job Charter)

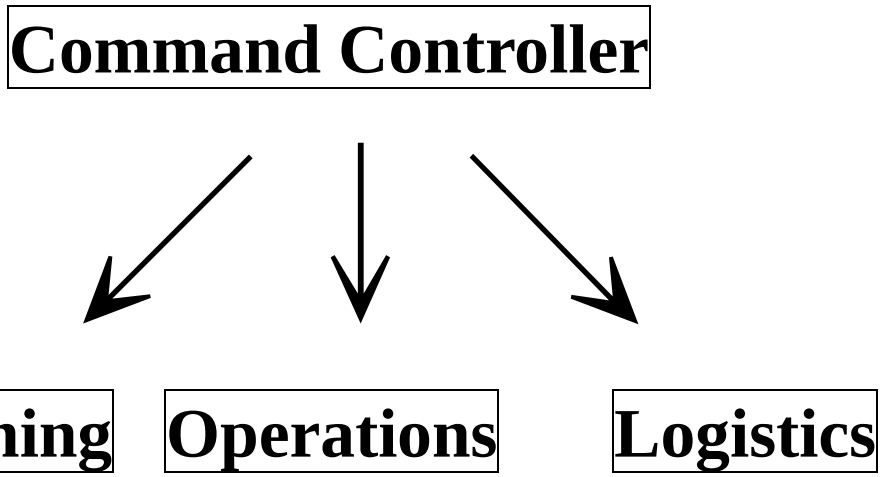
Basic Structure and Organization of a Logistics Operation

In general, an ICS organization of Government level consisting of four major functions: Command, Operations, Planning, and Logistics. A fourth function is sometimes added to an ICS organization in response to the government guideline that an ICS must establish a process for gathering, sharing, and managing incident related information and intelligence.

Figure 1 and 2 illustrates these function areas:

Figure 1

Basic Functional Structure of an Incident Command System



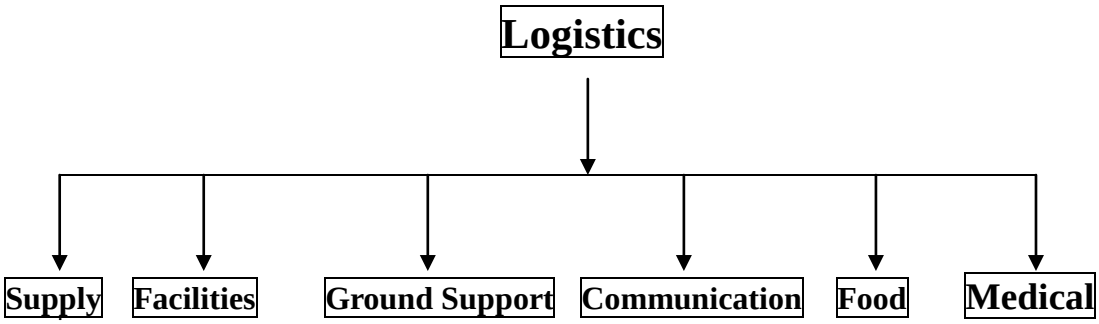
(Dennis Willis, 2006, CUHK lecture student note)

ICS can be utilized for any type of size of emergency, ranging from minor

incident involving a single unit, to a major emergency involving several agencies. The ICS allows agencies to communicate using common terminology and operating procedures. It also allows for the timely combining of resources during an emergency. ICS is designed to response to emergencies caused by critical incidents.

Figure 2

Basic structure and organization of a logistics operation



(Dennis Willis, 2006, CUHK lecture)

The Key Issues for the Logistics

Step 1: Preparedness

Logistic for Assessment

Logistic for assessment as ***"An evaluation of the logistic support required to support particular military operations in a theater or area and the actual and/or potential logistic support available for the conduct of military operations either within the theater, area or located elsewhere."***

(http://www.dtic.mil/doctrine/jel/doddict/data/l/03127.html)

1. **Critical Incident Review**
   - Review past disaster and the secondary effects of disaster, such as road blockages.
2. **Review Resources**
   - Build an inventory of the types of supplies that might be needed at short notice in an emergency, such as medical equipment, food, shelter items, fuel and rescue equipment.
   - Review the means of transport, such as fleet size, capacity, location of facilities and rates.
   - Examine sites for operational logistics bases, buffer storage and fuel

support.

3. **Review Spare-parts Stock and Repair Facilities**
   - Allocation and scheduling are-parts stock and repair facilities
4. **Review Areas Capacity to relief commodities under different scenarios.**

What Support Infrastructure may be required?

Resource Management

Resource Management is responsible for placing and tracking all orders for supplies and equipment for the incident. This involves establishing ordering procedures, names of incident personnel with ordering authority, consolidation of orders and times and locations for delivery of supplies and equipment, and a filing system. (Dennis Willis, 2006, CUHK lecture student note)

Supply Management

Supply Management is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies and servicing non-expendable supplies and equipment.

(http://www.fs.fed.us/logistics/index.shtml)

Supply management will provide the support required to receive, process, store, and distribute all supply orders. He also handles tool operations, which include storing, disbursing, and servicing of all tools and portable, nonexpendable equipment.

Facilities Management

Facilities Management is responsible for the layout and operation of incident facilities (Base, Camp(s), and Incident Command Post). The unit manages base and camp(s) operations. Each base/ camp may be assigned a manager.

(http://www.fs.fed.us/logistics/index.shtml)

Facilities management will sets up, maintains, and demobilizes all facilities used in support of incident operations. He also provide facility maintenance and security services required to support incident operations.

Facilities management set up an incident base provides and sets up necessary personnel support facilities, including areas for food, water, rest, sanitation and staging. On the other hand, he also orders, through supply, such additional support items as portable toilets, shower facilities, and lighting units.

Ground Support Management

The Ground Support Management is responsible for (1) transportation of personnel, supplies, food and equipment; (2) fueling, service, maintenance, and repair of vehicles and other ground support equipment; (3) support of out-or service resources; and (4) developing and implementing Incident Transportation Plan.

(http://www.fs.fed.us/logistics/index.shtml)

In addition to its primary functions of maintaining and servicing vehicles and mobile equipment, He also maintains a transportation pool for major incidents. This pool consists of vehicles (e.g., staff cars, buses, pick-ups) that are suitable for transporting personnel. He also provides up-to-date information on the location and status of transportation vehicles to a person responsible for Resources.

Communication Management

Communications Management is responsible for developing plans for the effective use of incident communications equipment, and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.

(http://www.fs.fed.us/logistics/index.shtml)

Communications Management make the most effective use of the communications equipment and facilities assigned to the incident, installs and tests all communications equipment, supervises and operates the incident communications center, distributes and recovers communications equipment assigned to incident personnel, and maintains and repairs communications equipment on site.

Incident communications are managed through the use of a common communications plan and an incident-based communications center established solely for the use of tactical and support resources assigned to the incident.

Food Management

Food Management is responsible for determining the feeding requirements at all incident facilities. Menu planning; cooking facilities requirements; food preparation; serving; providing potable water, and general maintenance of the food service areas are the responsibilities of this unit. (http://www.fs.fed.us/logistics/index.shtml)

Efficient food service is important, but especially so for any extended incident. He must be able to anticipate incident needs, both in terms of the number of people who will need to be fed and whether the type, location, or complexity of the incident indicates that there may be special food requirements. He must supply food needs for the entire incident, including all remote locations (i.e., camps and staging areas), as well as supply food service to operations personnel unable leave operational assignments.

Food Management ought to careful assessing, securing, transporting, managing and accounting are required to ensure food safety before and during food service operations, including the assignment.

Medical Management

Medical Management is responsible for the development of the Medical Emergency Plan, obtaining medical aid and transportation for injured or ill incident personnel, and preparation of reports and records.

(http://www.fs.fed.us/logistics/index.shtml)

Medical Management will develop a medical plan, which should provide specific information on medical assistance capabilities at incident locations, potential hazardous areas or conditions, and off-incident medical assistance facilities and procedures for handling complex medical emergencies. He will ensure patient privacy to the fullest extent possible and provides an efficient provision of medical services to incident personnel.

Step 2: Incident logistics response process

My career has been dedicated to serving the communities of Hong Kong Island Region as a Woman Constable since 1998. I have been mostly responsible for UB duties, such as Patrol Sub-Unit, Miscellanies Enquiry Sub-Unit, PTU Tango Company, Enforcement & Control Division of Traffic Hong Kong Region (E&C DIV T/HKI) and Police Tactic Unit (PTU), etc. In my daily experience, there is a six-step process that can be used to incident response:

1. **Assess the situation and report to dispatch as follows:**
   - Person designation
   - Briefing the situation

- Description of initial action, include what they are/are not responsible for, who is in charge and know where to get help?
- Obvious safety concerns
- Assumption, identification the location of the command post
- Request or release resources as required

2. **Identify contingencies**
   - Risk identification, i.e. danger, risk and confusion
3. **Determine Objective decide what we want to do**
   - Establish priorities
4. **Identify needed resources**
   - What resources?
   - Do you have them?
   - Where will you get them?
   - How long to get them?
5. **Build an incident response plan and management structure**
   - Who will do what
   - Who will report to whom
   - How will different groups work together and how will they communication
6. **Take Action**

Conclusion

Stress is central feature in everyday life. We all take stress all the time, often ways we do not even recognize. In many cases, we do not appreciate the extent of the stress effects we take, such as emergency manager himself responsible for sight of casualties, communications, dealing with the media and operating a team or integrated emergency management, etc. (Jon Kabat-Zinn, 1990)

In emergency management, the effects of stress on the performance of emergency personnel typically have been overlooked or regarded as too enigmatic to quantify.

Despite a long-term management problem, business, institutions, and organizations generally ignore critical incident stress management need, opting focus on design for business efficiency, operation functions and investment.

Management rarely considers including built-in emergency stress management, or if it does, eventually decides it is too timely. So, we need to use method to promote the critical incident stress management to management.

(W. Nick Carter, 1991)

Critical Incident Stress Management is an important resource to know about and take advantage of. Its purpose is to help providers deal with the normal emotions and responses that accompany abnormal or very stressful situations.

CRITICAL INCIDENT STRESS REACTION SYMPTOMS

The acute signals of distress exhibited by people after a critical incident can be observed in four spheres: Physical - Cognitive - Emotional – Behavioral.

Physical Signs

- Tension: aches, pains; trembling, poor coordination
- Jumpiness: startle at sudden sounds or movement
- Cold sweat; dry mouth; pale skin; eyes hard to focus
- Feeling out of breath; hyperventilating until fingers and toes go numb or cramp
- Upset stomach; vomiting, diarrhea, constipation, frequent urination
- Fatigue: feel tired, drained; takes effort to move
- Distant, haunted, "1000" mile stare

Cognitive Signs

- Difficulty making decisions
- Confusion
- Disorientation
- Poor concentration
- Memory loss, especially for recent events
- Unable to perform multiple tasks
- Flashbacks (either visual or auditory)

Emotional signs

- Grief

- Guilt
- Depression
- Anger
- Resentment
- Anxiety/fear
- Feelings of numbness
- Feelings of being overwhelmed
- Constant second guessing/self doubting
- Feeling detached from reality

Behavioral Signs

- Decreased job performance
- Withdrawn from friend/colleagues/family
- Outbursts (either crying or laughing)
- Changes in normal humor patterns
- Excessive talkativeness or silence
- Hyperactive behavior (OSH Council, 2004, Work Stress Management)

Recommendations for Improvement

Expert Recommendations for Improvement: Stress Management

Any incident has the potential to evoke feelings that may take more than one session to relieve. Follow-up sessions can be conducted as needed for the whole group or for part of the group or specific individuals.

"A critical incident may result in a recommendation by the debriefing team that individuals or companies be taken out of service. Such decisions may include returning personnel to their station(s) in an out-of-service status and allowing crew(s) to determine for themselves when they are mentally and physically prepared to return to service. In other circumstances, the crew member(s) may decide that they cannot return to duty, or the professional counselor may recommend relief from duty for the balance of the shift. If this is the case, appropriate steps should be taken to notify the member's spouse, roommates, or family of his/her status, and to provide direction on how they can best assist the member through this difficult time. Under no circumstances is such action to be construed as a negative toward the member. Personnel taken out of service are to be viewed as, and are to be treated with the same consideration as an "Injured" Firefighter."

(http://www.tempe.gov/fire/Policies%20and%20Procedures/PDF%20Files/112.04B.pdf)

Company Officers, Command Officers, Debriefing Team members and Base Hospital Coordinators bear the responsibility for identifying/recognizing significant incidents that may qualify for debriefing. When an incident is identified as a "Critical Incident", a request for debriefing consideration should be made as soon as possible. (http://www.ci.phoenix.az.us/FIRE/10501b.html)

Jeffrey T Mitchell and George S Everly in their book An Operations Manual for the Prevention of Traumatic Stress Among Emergency and Disaster Workers, promotes seven phases of debriefing, which includes introduction phase, fact phase, thought phase, reaction phase, symptom phase, teaching phase and reentry phase.
(Jeffrey T Mitchell and George S Everly**,** 1996)

A debriefing is, formally, a seven stage process used in a group meeting for those involved in a critical incident to help "mitigate the psychological impact of a traumatic event, prevent the subsequent development of a post-traumatic syndrome, and serve as an early identification mechanism for individuals who will require professional mental health follow-up." (Mitchell JT, Everly GS, 1995)

The seven stages of debriefing are identified below:

Stage	Phase	Objectives
1	**Introduction**	To introduce intervention team members, explain process, set expectations.
2	**Fact**	To have each participant describe the nature of their participation, from a cognitive perspective.
3	**Thought Reaction**	To solicit cognitive response to: "What aspect held the most negative impact?" or, "What aspect was the worst for you?" Then, transition from cognitive to emotional processing.
4	**Emotional Reaction**	Given the response to Stage 3, to solicit emotional reactions or consequences.
5	**Reframing**	To transition from emotional domain back to cognitive. "What lessons could be learned from this experience?" and, "What is something positive that you will take away from this experience?"

6	**Teaching**	To educate as to normal reactions and teach basic stress management, if applicable.
7	**Re-Entry**	To summarize experience with emphasis on positive or learning aspects.

(Mitchell JT, Everly GS 1995)

During the debriefing the group is guided through the seven stages by the debriefing team. The team must always include a mental health worker who is capable of identifying individuals who may need or want further assistance. The process is not meant to be some kind of psychotherapy. It is simply meant to "mitigate" the effects of the critical incident and provide a means for further assistance as some may require. (http://www.ci.phoenix.az.us/FIRE/10501b.html)

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1. Dennis Willis, 2006, CUHK lecture - PDPS 352 Reaction in Civil Care & Security, UNE
2. Dennis Willis, 2006, CUHK lecture student note- PDPS 352 Reaction in Civil Care & Security, UNE

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