

Developing capacity of Incident Management Teams

Speed read

- Incident Management Teams need the ability to work under stress and pressure and with uncertainty.
- Incident Management Teams assess the incident, set objectives for those responding, choose suitable strategies to achieve set objectives, develop and implement a plan and monitor the effectiveness of that implementation.
- Incident Management Team leaders need high emotional intelligence.

Key points

- **Factors to consider for training and preparing Incident Management Teams to effectively manage incidents:**
 - » designate staff exclusively to incident management roles
 - » develop simulation exercises of sufficient scale and complexity
 - » highlight the need for emergency managers to operate in a more open political environment
 - » take account of the impact of stress in thinking and critical incident decision making
 - » develop 'worst-case scenario' thinking
 - » recognise the importance of personal self-awareness
 - » the impact of familiarity between Incident Management Teams
 - » manage external relations
 - » manage incidents in situations where conditions are degraded
 - » create opportunities to reflect on past incident events so that observations and insights can inform a lessons management process.

Figure 1. outlines a leadership and team framework to inform capability development needs:

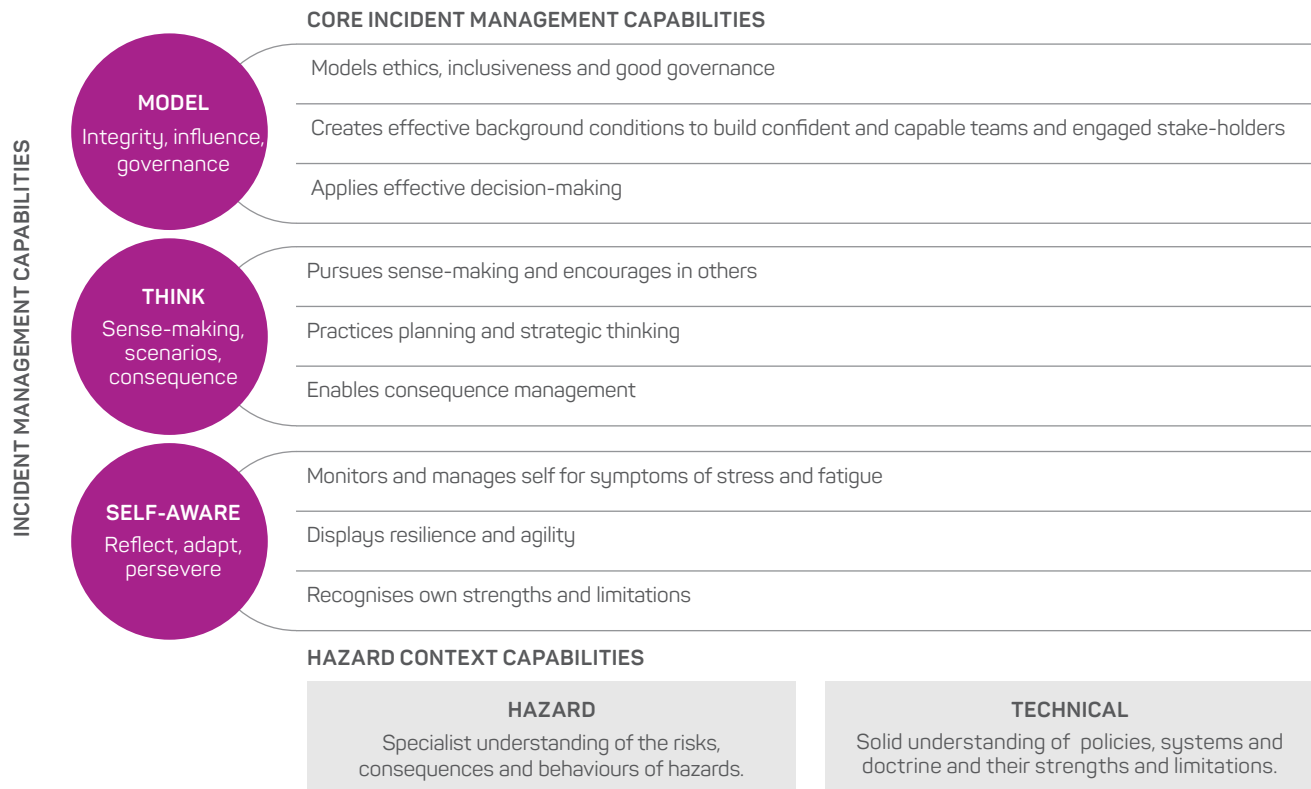


Figure 1. Core incident management capabilities (source: Owen et al 2018)

Take action

- Save or print out Figure 1. Core incident management capabilities to review and highlighted what is needed for your Incident Management Team to manage and incident.

More information

- Incident Management, Chapter 6 (AIDR 2023)
- [ISO 31000: 2018 Risk management – Guidelines](#)
- [Australasian Inter-service Incident Management System](#)
- Hayes, P, Bearman, C, Butler, P, & Owen, C 2021, Non-technical skills for emergency incident management teams: *A literature review, Journal of Contingencies and Crisis Management*, vol. 29, no.2, pp 185-203.
- Hayes, P A J & Omodei M M, 2011, Managing emergencies: Key competencies for incident management teams, *The Australian and New Zealand Journal of Organisational Psychology*, vol. 4, 1-10.
- Owen, C, 2014, *Human Factors Challenges in Emergency Management, Enhancing Individual and Team Performance in Fire and Emergency Services*, Ashgate Publishing Limited, Surrey, England.
- Owen, C, Hayes, P, Brooks, B, Scott, C, & Conway, G, 2018, Evidence to support incident management team capability, [Australian Journal of Emergency Management, vol. 33, no. 3, 44-49](#)
- Owen, C, Scott, C, Adams, R & Parsons, D, 2017, *Beyond Command and Control: Leadership, culture and risk*, Taylor and Francis, New York.