



World Health
Organization

#Ready4Response

Tier 2: Ready4Response

Module 2: Incident Management System functions

Incident Management

Unit 2A

Photo: WHO / C. Black

IMS CORE FUNCTIONS

- **Incident Management**
- Operations function
- Planning function
- Logistics function
- Finance and Administration function



#Ready4Response



Hi. I'm your facilitator –
Andrew Black

INTRODUCTION

Understanding the roles and responsibilities of the different IMS functions means that you will know how you can best support them and how they can support you if needed.

The Incident Management function is at the heart of the IMS. Not only does it direct the response, but it also ensures that the other functions are able to do their work effectively.

LEARNING OBJECTIVES

By the end of this unit, you will be able to:

- explain the Incident Management function;
- describe the role of the Incident Manager;
- describe the roles of the Incident Management Team;
- explain the Health, Safety and Welfare role;
- describe the Public Information role;
- explain the Liaison role; and
- describe the EOC Management role.

The Incident Management Team (IMT)

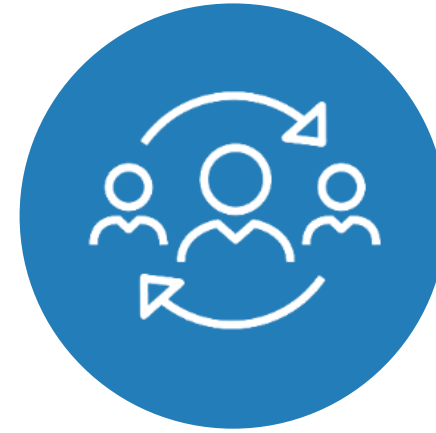
The IMT contains roles that are advisable to have in any response, regardless of the hazard. These are:



- The **Incident Manager**: leads the response.
- The **Staff Health, Well-being and Security sub-function**: looks after the well-being and safety of personnel.
- The **Public Information sub-function**: manages external communications.
- The **Liaison sub-function**: coordinates information sharing and work with partner organizations.
- The **EOC Manager sub-function**: sets up, runs and manages the EOC facility and Information Communications Technology (ICT).

The function leads are also part of the IMT. They bring specialist knowledge to planning and enact the response plans.

THE INCIDENT MANAGEMENT FUNCTION (IM)



“ is ultimately responsible for the strategic leadership and day-to-day oversight of the emergency response. ”

The IM works with the Incident Management Team (IMT) to:

- maintain a “big picture” perspective of the incident;
- set objectives and strategies; and
- set priorities for the response.

The Incident Manager

- provides strategic leadership and management of the overall response;
- works with health authorities and partners to agree on priorities and objectives for the health response;
- works with technical experts in the functional teams to design the response strategy; and
- oversees the operational elements of the response.



Staff Health, Well-being and Security sub-function

looks after the health, safety and ***well-being*** of response personnel by ensuring that:

- occupational health measures are in place;
- staff have access to medical care, counselling and evacuation; and
- the response programmes and operations conform with health and welfare, and security policies and guidance.





Staff Health, Well-being and Security sub-function

will monitor the situation and working conditions of personnel, and recommend action where health or welfare is potentially threatened. They carry out:

- observation of the workplace;
- investigation of complaints from workers;
- examination of accident and near-miss records;
- examination of staff and personnel sickness figures;
- use of simple surveys to ask staff about health and safety concerns;
- use of checklists to inspect the workplace;
- review of results of inspections; and
- review of reports or other information about the workplace.

The Public Information sub-function

Interventions succeed or fail based on communication. This sub-function will:

- develop and disseminate messaging to influence behaviour change (e.g. handwashing, vaccination) that can help manage and contain an emergency;
- answer media queries; and
- monitor and map media and other communications channels.





To do this, the Public Information sub-function must:

- identify and correct misinformation and rumours early on;
- provide information to decision-makers to protect health;
- build support for the response that will help partner coordination and resource mobilization, as well as increase public support;
- train and advise technical experts and senior management on how to interact with media; and
- cover the response through written and audiovisual content.

The Liaison sub-function

is the key point of contact for external partner and organization representatives.

Liaison is a process of linking and coordinating joint planning and efforts of agencies that are part of the response.

The Liaison officer or function will facilitate communication and coordination with other sectors and organizations to develop and improve:

- shared use of resources;
- the positive perception of stakeholders; and
- sharing of information.

Note: The WHO IMS has a 6th core function 'Partnership Coordination' which performs the liaison function. The WHO IMS is described in detail in the 2017 Emergency Response Framework (<https://www.who.int/hac/about/erf/en/>). WHE staff and those who will deploy to work with WHO should complete the course 'IMS Tier 2: Working in WHO's Incident Management System' (<https://openwho.org/courses/incident-management-system-tier2>) on OpenWHO.





Successful liaison requires many skills, including:

- good **leadership**, management and interpersonal skills;
- conflict resolution skills to resolve contentious issues;
- being adaptable and flexible to incident needs;
- a **proactive** and assertive approach;
- facilitation and presentation skills;
- excellent **situational awareness** to be able to quickly develop perspective on the scope, scale and long-term consequences of the response; and
- firm knowledge of governmental affairs, **organization** goals, objectives and missions.

The EOC Management sub-function

will ensure that:

- all of the EOC's systems (hardware and software) and staff support tools are operational; and
- the EOC is run according to the EOC plan.





SUMMARY

- The Incident Manager is ultimately responsible for delivery of the response.
- The Incident Management Team is at the heart of the IMS.
- The IMT must coordinate and work with the other functions and partners to be successful.

“
The IMT forms the core of the IMS and encourages coordination between the functions.
”



FOLLOW-UP TASK

1. Think about your own place of work or the last response you were involved in. How were the roles described in this unit represented? Are there any additional roles you feel are needed in an IMT?
2. Note your reflections in your journal.