Oil Spill Response

An Incident Management System (IMS)
IOSRTS, China

An Incident Management System - Overview

▸ Why is it important?

▸ IMS Principles and ICS

In a Major Incident

Government and Industry Working Together

PORT AUTHORITY

NATIONAL AGENCIES

ADVISORS

VOLUNTEERS

CLEANUP CONTRACTORS

INSURER

CARGO OWNER

SHIP OWNER

PUBLIC

OIL COMPANY

LOCAL AUTHORITIES

The Risks of Poor Incident Management

Issues

- Lack of clear direction
- Lack of communication
- Duplication of roles / effort
- Different agencies with different methods
- Conflicting priorities

Potential outcomes

- Slow, indecisive, [perceived] under-response?
- Loss of control operationally/financial?
- Lasting environmental damage?

Making an already bad situation… worse

Oil Spill Response

ICS Post Macondo

Observations

- More organisations adopting ICS

- ICS demonstrated the potential to manage multi agency, complex incident

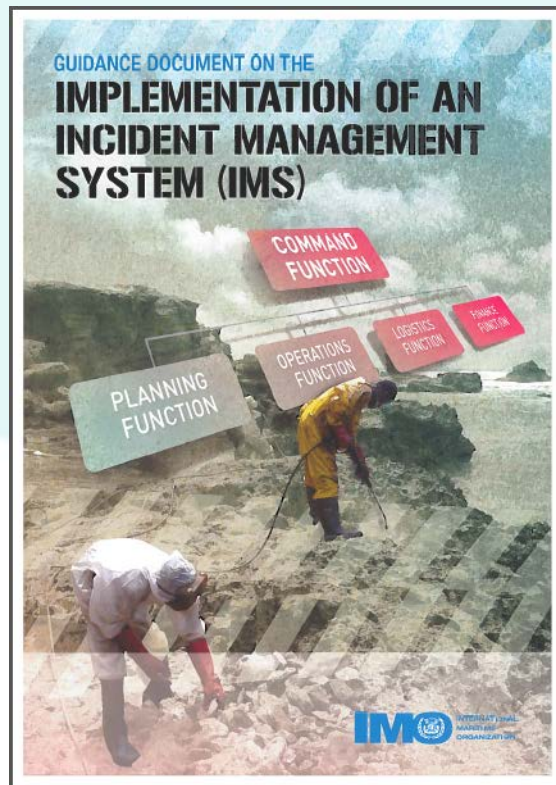- Easier to engage with an ICS structured organisation

Some Perceptions/Resistance

- Current non-ICS framework is working
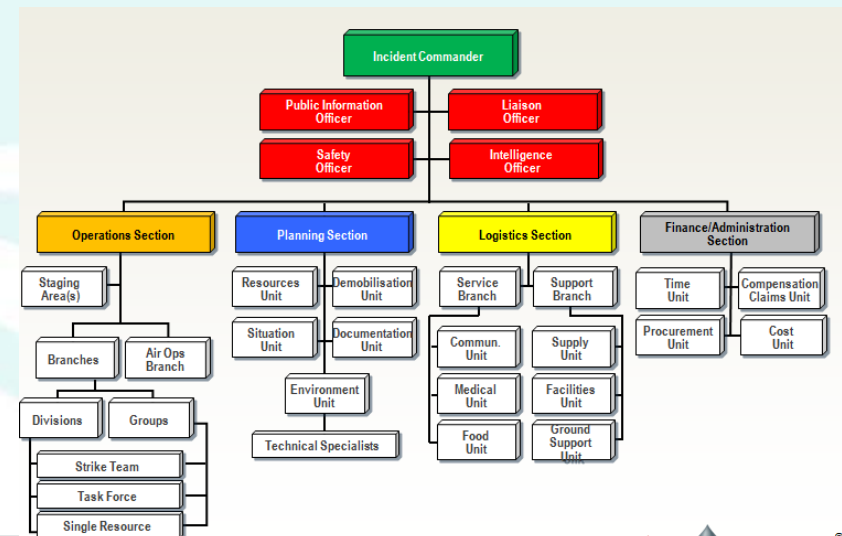
- Strict terminology

- Paper driven process?

ICS and IMS
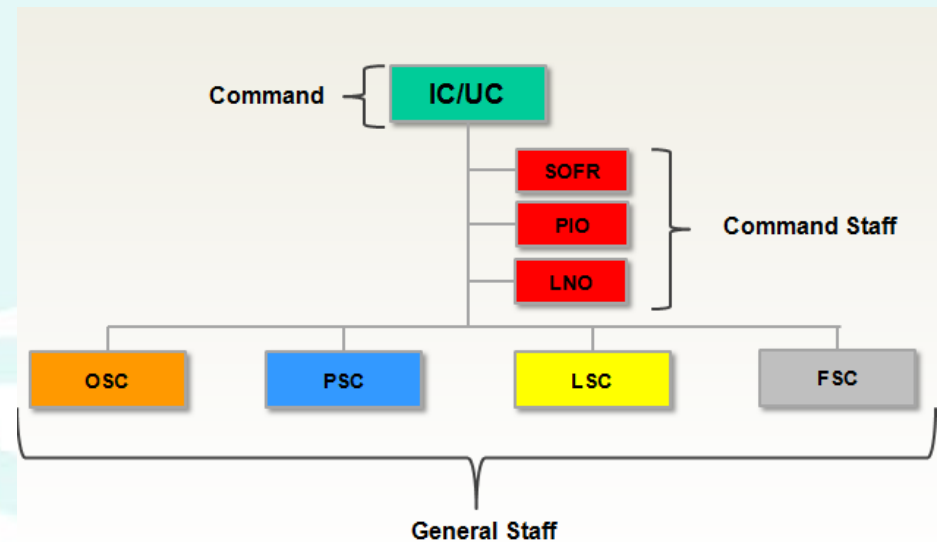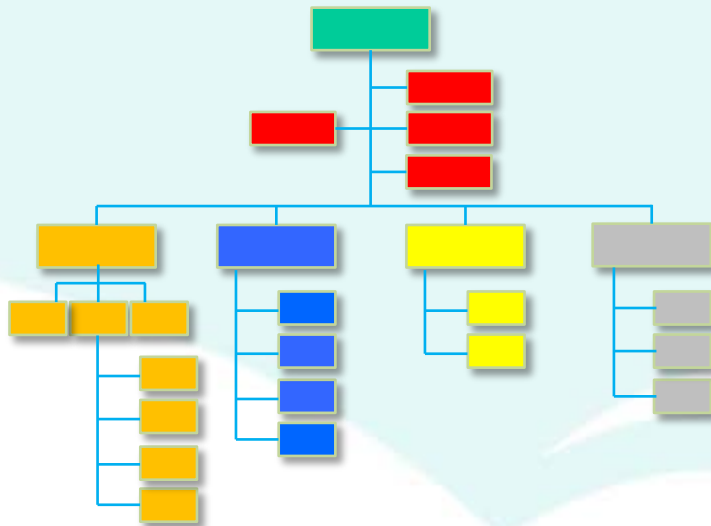
> Generic approach

> Principles

> A specific model developed in the US

> Strict application of terminology and processes

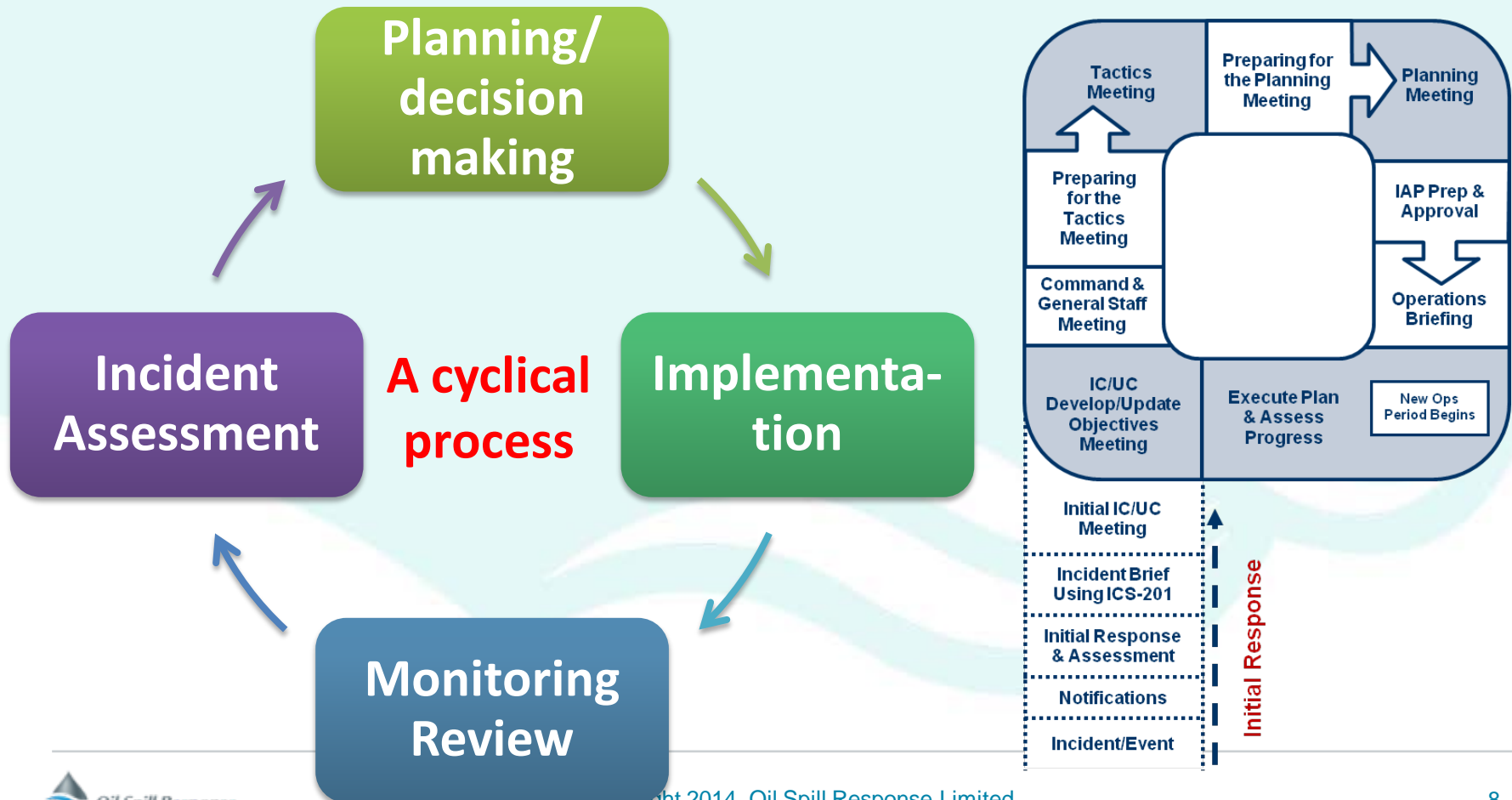# Principles of IMS

▶ Structured organisation
   – Clearly defined roles and responsibilities

Oil Spill Response

Principles of IMS

> Structured planning cycle

Planning/decision making

A cyclical process

Incident Assessment

Implementa-tion

Monitoring Review

Tactics Meeting

Preparing for the Planning Meeting

Planning Meeting

Preparing for the Tactics Meeting

IAP Prep & Approval

Command & General Staff Meeting

Operations Briefing

IC/UC Develop/Update Objectives Meeting

Execute Plan & Assess Progress

New Ops Period Begins

Initial IC/UC Meeting

Incident Brief Using ICS-201

Initial Response & Assessment

Notifications
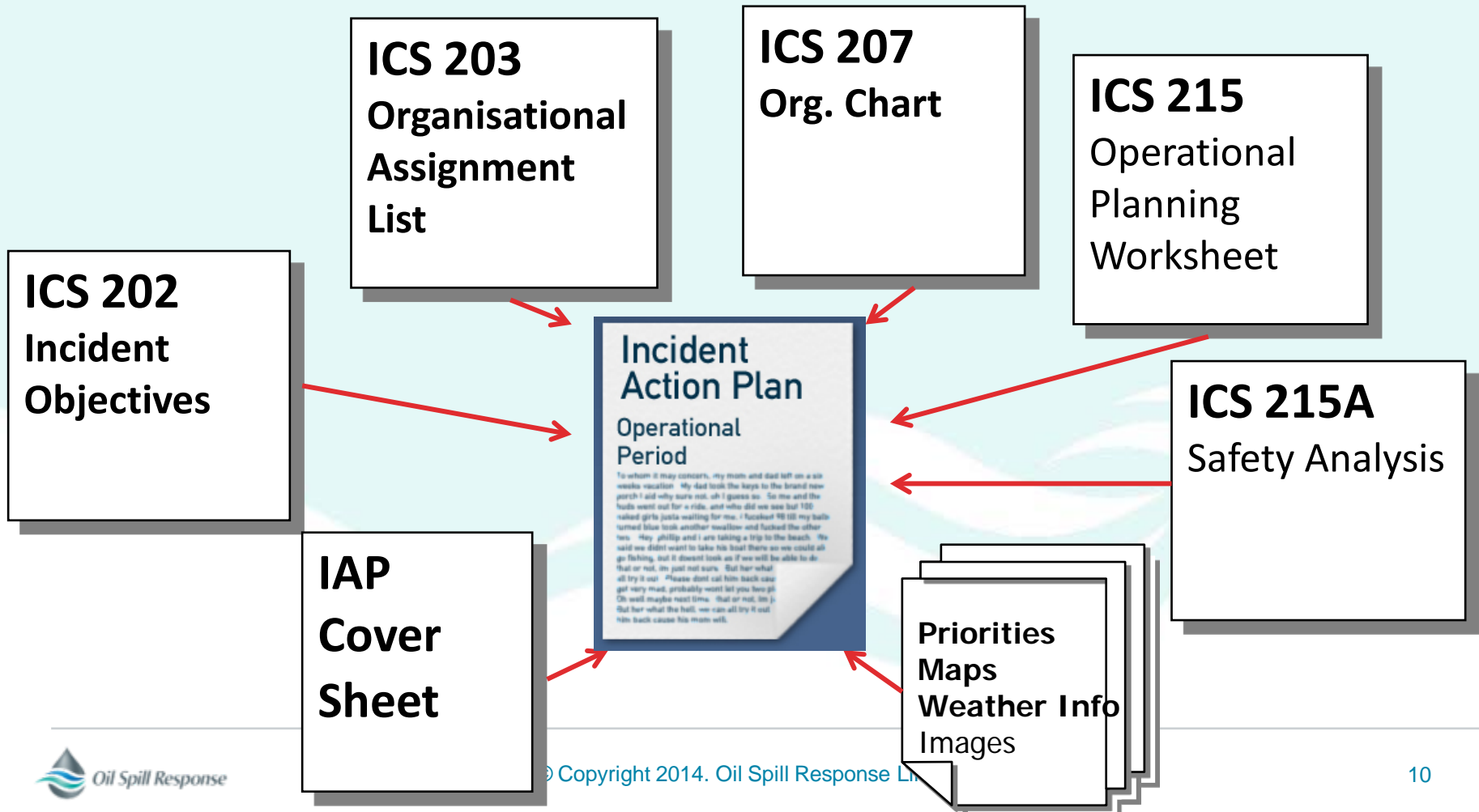
Incident/Event

Initial Response

Principles of IMS

- **A process for "management by objectives"**
  - Statement of goal for the incident response (Achievable, Measurable, Time and Location parameters)
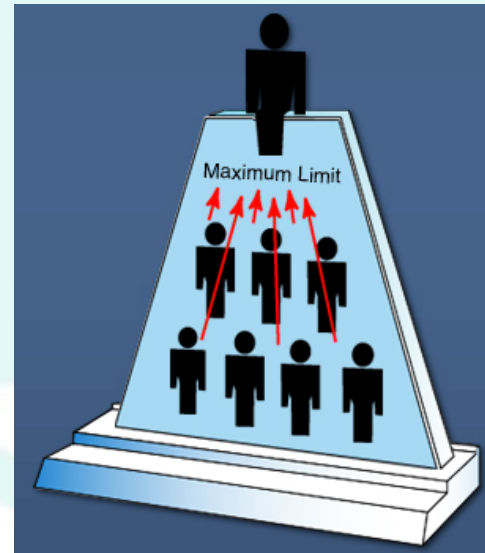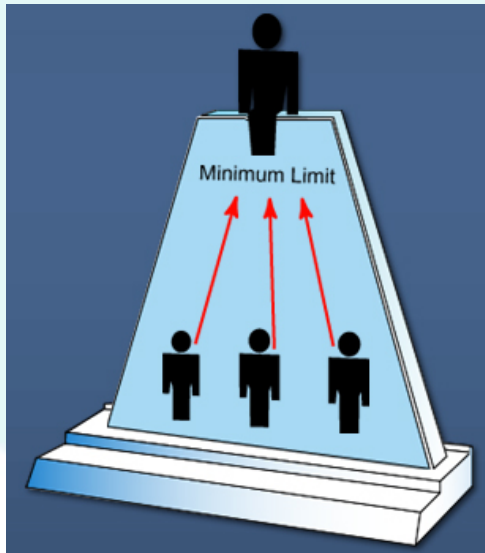 - Objectives underpinned by strategies and tactics

Resources
Tactics
Strategies
Objectives
Incident

Oil Spill Response

Principles of IMS

❯ Incident Action Plan (IAP)

ICS 203
Organisational Assignment List

ICS 207
Org. Chart

ICS 215
Operational Planning Worksheet

ICS 202
Incident Objectives

Incident Action Plan

Operational Period

ICS 215A
Safety Analysis

IAP Cover Sheet

Priorities Maps Weather Info Images

Oil Spill Response

Principles of IMS

Manageable span of control

Oil Spill Response

More Principles of IMS

- Standardisation of terms
- Modular Organisation
- Anyone in the structure has one manager
- Established transfer of Command

Final thoughts

▶ In a major incident, success comes from government and industry "working together"

▶ ICS is compatible with the principles of Incident Management, and is one of the IMS options

▶ Training, exercising and competence are essential

Oil Spill Response

Reference Materials

- The IMO Guide to implementing an IMS   (available from [IMO publishing](#))

- **Coming soon**: The OGP/IPIECA Good Practice Guide to Incident Management Systems

GUIDANCE DOCUMENT ON THE
IMPLEMENTATION OF AN INCIDENT MANAGEMENT SYSTEM (IMS)

Oil Spill Response