

Logistics

Logistics provides and tracks resources to support the response and the affected communities, and provides advice to other CIMS functions. Resources may include personnel, equipment, supplies, services, facilities and finances.

Outputs for Logistics across response levels include: Establishment and operation of Coordination Centre(s), procurement and allocation of resources, systems for tracking resource use and financial expenditure

- Planning, resource supply and management
- Finance, compliance and assurance
- Engagement and relationships
- Set up and manage the Logistics team

Incident Level (I)		Local Level (L)		Regional Level (R)		National Level (L)			
Classification 1	2	Classification 1	<ul style="list-style-type: none"> Contribute to the development of the Action Plan ● Determine the skills, knowledge and capacity required in the Logistics team ● Ensure team understands the response objectives, their role, expectations and the relationships they require, oversee and track team performance ● Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team ● Set up facilities and ensure response personnel have what they need (e.g. accommodation, catering, travel, IT) ● Work with functions on their specific needs (e.g. info line for PIM) ● Establish systems for rostering across the response Implement more formal systems for tracking and monitoring of resources (e.g. documentation of decisions and approvals) Maintain awareness of what is going on at the incident level and current and potential resource needs through work with Intelligence, Planning and Operations ● Critically review requests to test if all options and assumptions have been developed and tested fully ● Ensure business cases are developed and approvals sought at the relevant level ● Ensure decisions are made in line with response objectives and the Action Plan and are based on good forecasting and an end-to-end approach, even when made 'on the hoof' ● Implement structured risk assessment and management, including identification of Health and Safety risks ● Ensure appropriate matching of resources (including unsolicited offers) with identified needs ● Use relationship skills to act on pressure points – understand where to go, who to engage and how best to engage ● Factor understanding of context into decisions and engagement, including local political environment and key stakeholders, community impacts and dynamics, and local industry groups with influence ● Maximise the impact of available resources through applying understanding of sourcing, supply chains, delivery time etc. ● Understand authority and boundaries, apply the legitimate shortcuts that can be taken, and manage the risks and implications/consequences "get the job done effectively and quickly without compromising process too much" ● Apply knowledge of local suppliers, service providers etc. to make ethical supply decisions that support impacted communities ● Work with Operations on proactive longer term planning and forecasting if not already in place "critical to keep the supply lines feeding down..." ● Stand down/demobilise resources that are no longer required ● 	Classification 2	Classification 2	Classification 2	Builds on tasks identified at Local and Regional levels		
			<ul style="list-style-type: none"> Assess situation, determine what immediate resource needs are ● Set up incident ground facility ● Identify available supply and capabilities, and procure what is additionally needed ● <i>"Do whatever is practical on the day. If you urgently need a tractor then ask the farmer down the road."</i> Set up a basic system to track and document decisions on what resources are allocated and where, approvals and any expenditure ● Set up comms and ensure this is functioning effectively, ensure any issues between different agencies involved are dealt with ● Identify the factors that might impact on initial assessment (e.g. weather, travel distance, additional incidents) forecast and advise on potential resource needed ● Consider if the event is likely to extend beyond current shift duration, contingency plan and advise ● Ensure resources are being used to optimum effect ● Represent the Logistics function through leadership on the IMT (where established) and in provision of expertise and advice to the Controller ● 					<ul style="list-style-type: none"> Establish what resources and capabilities other agencies involved in the response can bring to the table ● Manage logistics rather than just supply "how and how quickly you move resource to a location can be more critical than the resource itself at this level" - generate a range of options for how this can be done, and weight up pros and cons ● Manage prioritisation of resources across a range of incidents and in a context where stakeholders are now increasingly involved. There are competing needs and increasing politicisation of decisions ● Ensure the rostering function is well-informed on the specific capabilities required for the work, the inductions required and the constraints individuals have to make good decisions about how people's skills and abilities are best used ● Make decisions on when to bring in supplementary staff (and escalate to National level when necessary) ● Understand legislation and levers and how these apply to different situations e.g. the implications of a declaration ● Apply understanding of liability and compensation ● Ensure fiscally responsible and politically defensible decisions are made (choice of supplier, procurement processes etc.) ● Lead relationships at senior levels with external agencies, industry, rail, NZDF etc. ● Take into account the need of various agencies to maintain business continuity and how this affects resource available ● Ensure decisions are informed by in-depth understanding of operating boundaries, legislation and legal implications, compensation, liabilities, insurance processes etc. ● Identify where specialist advice is necessary and seek this; adjust systems and ways of doing things accordingly ● 	<ul style="list-style-type: none"> Deal with needs that are escalated and complex, and can't be handled at a regional level (expert support function) ● <ul style="list-style-type: none"> significant cost "big ticket items" significant effort involved (i.e. hard to move) scale – lots and lots of resource procurement (when the size of the contract exceeds what can be managed at a regional level) Manage international procurement (specific body of knowledge around issues is currently built through experience) including stakeholder engagement - MFAT /Cabinet / diplomats and politicians ● Work with a range of agencies and stakeholder organisations around the release and deployment of specialist skill and knowledge requirements ● Liaise and manage across multiple Logistics Managers and their work streams to maximise effectiveness ● Maintain visibility of resources across the whole country ● Manage relationships and activities where there are multiple Ministers feeding into their agencies around direction and preferred options ● Implement and manage oversight for a range of compliance issues ● Oversee development of business cases, how to apply for appropriations ●
			<p>A larger, complex and/or long-term response at Incident level requiring significant Logistics support may move into the tasks identified at Local level</p>					<p>Builds on tasks identified at Local level</p>	<p>Builds on tasks identified at Local and Regional levels</p>
Classification 3	3	Classification 3	3	Classification 3	3	Classification 3	3		

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Context at Incident Level

- Largely operational and BAU by an operational person wearing multiple hats
- Working within existing or immediately available resources
- Very basic documentation of decisions
- More support and assistance with decisions is part of escalation

Context at Local Level

- Strong operational focus – Ops and Logistics functions merged or may be separate but work with a high degree of interdependence
- Everyone usually knows what resources are on hand
- Likely to be around 1 week timeframe
- Increasing responsibility for the people working on the response
- More integrated work required between the roles and responsibilities of different functions
- Team may not have specific skills and require guidance
- Complexity of stakeholders and increasing political demands becomes significant from Local level
- Need to think laterally and improvise rather than being as process driven as at Regional and National levels

Context at Regional Level

- Multisite or single site with scale and complexity
- Higher complexity of needs and supply
- At this level it's not significantly different from Local, except there is a much stronger process focus
- Much of the role at this level is managing deployment of field staff
- There is likely to be an established facility
- Specialist knowledge around international issues becomes important from Regional level
- The work is 2 steps removed from the incident
- More likely to be an experienced Logistics manager and team with specific skills and knowledge (finance, procurement etc.)
- The Logistics function may be split across internal and external logistics

Context at National Level

- Logistics at a national level only activates on higher end responses and/or when there is the need to source and co-ordinate significant amounts of complex resource
- More politically driven
- More decision pain points
- Longer time frames

Incident Classification

The Logistics job does not change significantly across classifications, it is generally about scalability – more resources, faster, more unusual, harder to source, bigger spend etc:

- Understanding of industry, the commercial sector may become more critical (but this can also be driven by the specific nature of the incident)
- Less known solutions makes it harder to predict what is needed and when – more lateral thinking required for Major and Severe
- At Major and Severe in particular, the ability to think outside the square: *“What else could do that job?”* *“How can we get that equipment here?”*
- A Logistics Manager will need to give the Controller more options as they move up the complexity scale: options development and problem-solving become critical skills

Generic Logistics team tasks and capabilities

- Develop a strong understanding of the context
- Understand how the response objectives and AP apply to their work
- Use or develop systems and process to manage documentation and monitor resources
- Document decisions, approvals, meetings and actions, record keeping
- Implement processes, systems and policies
- Problem-solving, including contributing on how objectives can best be achieved, researching options, sourcing and analysing information
- Develop and write business cases
- Flexibility: understanding that there are many different ways to get a result
- Identification of risk and application of risk mitigation
- Manage assigned stakeholder engagement effectively at relevant level (e.g. suppliers, transport, other agencies)
- Ability to ask the right questions (to determine and refine needs, parameters, urgency etc.)
- Set up and maintain rosters and co-ordinate associated activities (e.g. travel, transport, accommodation, catering)
- Ability to frame and direct own work within the context of the desired end state
- Good basic knowledge of CIMS functions and their roles and responsibilities
- Information-seeking (research where more complex) on resources available outside the region and understand how best to acquire them
- Relationship skills to communicate up to the National level
- Ability to contribute to planning and discussions around what is needed and how else this could be done
- Develop options and alternatives based on seeking advice from SMEs
- “Out of the box” thinking and problem-solving for challenging situations
- Where the team member has existing specialist skills:
 - Understanding how their agency specific knowledge of a function (e.g. finance, procurement) should be applied in the response context (rather than BAU and best practice)
 - Longer-term resource forecasting
 - Supply chain knowledge
 - Ability to task and support others

Logistics Lead/Manager Knowledge, skills and experience

- Understand the intended use of resources, sites or facilities, the risks associated with that use, and that usage is appropriate to provision (Incident – Local/Regional)
- Understand the different layers of communication in a response, what is available and how this works between agencies (Incident – Local/Regional)
- Machinery of government
- Commercial nous and understanding of how private sector organisations function
- In-depth knowledge of contracts, MOU, agreements
- In-depth knowledge of other CIMS functions and preparedness to work in an integrated way
- People leadership skills, including leadership across sub-functions or multiple teams
- Risk assessment and mitigation
- Authorities, legislation and mandates
- Remits and capabilities of government agencies and industry
- Systems development and implementation
- Planning and forecasting
- Technical: supply chain knowledge, procurement, contracts, MOU agreements, understanding of insurance practice and procedures, financial at a systems level, asset management, liabilities
- Stakeholder engagement on complex situations, up to Ministerial level and international governments and agencies (for National level)
- Manage international sourcing and offers (includes understanding of political and economic, trade issues)