UNIT 6: OPERATIONAL RISK MANAGEMENT

OBJECTIVES

The students will:

- Identify role of the Incident Safety Officer (ISO) in emergency risk management.
- Given photographs of an emergency incident and working in small groups, identify immediate risks to responders and forecast potential risks to responders.
- Discuss the difference between pre-emergency and operational risk management.
- Given video segments, identify immediate hazards.
- Given video segments, determine the need for and the methods to terminate unsafe operations.

INTRODUCTION

- Operational risk management involves the oversight of many forms of day-to-day operational risk.
- At an incident scene, it is **show time** for risk management too.
- Officers and firefighters alike need to learn safety **best practices**.

EMERGENCY RISK MANAGEMENT

- ISO must continually monitor the scene and operations.
- The ISO should ensure that preplanned measures are in use--e.g., is the personal protective equipment (PPE) in use.
- Everyone has safety responsibility:
  - Perform in safe manner.
  - Watch out for other responders.
  - Cooperate with safety procedures.

VIDEO

PPE Policy Enforcement

THE BASICS

- Waist Straps
- Wear your Hood
- Chin Strap belongs Under Your Chin
- Wear the proper gloves!!

If you are not doing this right what else are you doing wrong?

Culture of Safety

- Safety must be an organizational value
- The 95% TO 5% RULE
- You can't put a value on safety
- You can put a price on the consequences

DON'T SUCK AT BEING SAFE

COMPLACENCY

- You must be aware of and identify complacency
- Nothing showing
- Has no place on the fireground

video video video

Monitoring the scene

- Cues to consider strategy modification
  - Discovery / presence of lightweight construction – check involvement!!
  - Failure to locate seat of fire in timely manner
  - Evidence of smoke conditions worsening even though water is being applied
  - Forcible entry difficulty
  - Ventilation difficulty
  - Water supply problems

Monitoring the Scene

- Cues to consider strategy modification
  - –Indicators of flashover / structural compromise
  - –Operations that “eat up” personnel (tough rescue)
  - –Fires in attached buildings w/ any of above concerns
  - –Fireground experience or gut feelings

More critical during offensive ops because personnel are inside building

KNOWLEDGE OF RISKS

- ISO should be well versed in procedures and dangers that are present at scenes.
- Anyone, at anytime, may be appointed to act as a Safety Officer.
- Pay attention at Operations and at training and education opportunities to build your knowledge.

video video

Nothing Showing

- Critical Evaluation Point

  – If you allow a breakdown in discipline when there is nothing showing, forget about operational discipline when it is hitting the fan

Nothing Showing

- Little things done right in investigation mode pay BIG dividends when something is showing
  - Response / Apparatus positioning
  - SOP adherence
  - PPE
  - Communications
  - All sides coverage and report

Activity 6.1
Immediate Risks to Responders

FORECASTING

- The ISO should contribute to and know the Incident Action Plan's (IAP's) objectives, strategies, and tactics.
- The ISO is to look for immediate dangers and also try to forecast into the future of the incident or event management.
- Incident Command Staff and General Staff depend on and work with the Safety Officer.

WEATHER--TOOLS

- Weather affects fire, hazardous materials (hazmat), and other incidents:
  - National Weather Service (NWS)
  - Local meteorologists
  - Local radar
  - Satellite images
  - Observations and a Geographic Information System (GIS)
- Temperature extremes affect operations

STRUCTURAL FIRES--TOOLS AND CUES

- Features of the building
- Fire protection systems
- Access for fire crews
- Egress for crews
- Construction type
- Age of building
- Potential for extension

STRUCTURAL FIRES-- TOOLS AND CUES (cont'd)

- Amount of fire involvement
- Roof hazards
- Time
- Weather
- Number of Personnel

Additional Alarm Rule of Thumb

- If the incident is still escalating and you do not have at least 3 companies in reserve, order an additional alarm
  - –Relief / Reinforcement
  - –Unplanned for problems
  - –Hydraulic Reserve
  - –Reflex Time Ripple Effect

ALL INCIDENTS REQUIRE A TACTICAL RESERVE

Resources

Better to be looking at them than looking for them

Structural Fire Risk Analysis

- Building Characteristics
  - –Construction Type & Size
  - –Structural Condition
  - –Occupancy & Contents

You Need to Know this Stuff to be Effective

Otherwise, you are guessing

Structural Fire Risk Analysis

Fire Factors

- Location and Extent of Fire
- Estimated Time of Involvement
- What's up with the Smoke?
- How Far can Fire Spread?
- What Hazards are present?
- Weather Issues

video

Tactical Breakdown

- Failure to Establish and Maintain/ Respect a Collapse Zone

--A building beat up by fire has changed

Video

VIDEO

MEDICAL EMERGENCY-- TOOLS AND CUES

- Potential for violent acts makes escape routes important and law enforcement an ally
- Protection from surroundings including from the weather
- Sufficient staffing for triage and/or to carry and load
- Communicable diseases

FORECASTING EMERGENCY MEDICAL SUPPORT

- ISO should forecast the need for emergency medical services (EMS) support.
- Often required by the National Fire Protection Association (NFPA) 1500®.
- EMS crews should be alert for responders in need of help.

Activity 6.2
Risk Forecasting

PERSONNEL ACCOUNTABILITY SYSTEM FOR RESPONDERS

- Responder organizations should have the components that make the system effective.
- Incident Commanders (ICs) should establish resource management approaches (check-in, staging, assignments, supervision, and reporting).
- Fire departments should have Standard Operating Procedures (SOPs) appropriate to the different type incidents.
- ISOs are to review the Medical Plans.

Command Board

- Maintained in state of readiness at all times – NOT A MESS
- Reflects at all times the status of on-scene resources
  - Operating
  - Rehab
  - Staged (Available)

TAGS

- What do you do with them?
- What is their main function?
- Are you letting them do the job of your Company and Chief Officers?

Accountability

- Division Supervisors set up early are the REAL Accountability Officers
- Account for:
  - Who is in Division (Div. PAR)
  - Where they should be
  - What they are doing
  - When they should come out

DECENTRALIZATION

Accountability and the Command Board

- Company Officer roles:
  - Ensure company integrity
  - Keep Command informed of status
  - All changes of status or area of operation shall go through the CP and be reflected on the Command Board
    - Status change is best done verbally at the CP

TAKING RISKS

- Acceptable risks.
  - Inherent to the job.
  - Planned and controlled.
- Unacceptable risks.
  - Not all risk decisions are simple.
  - A risk is not worth a responder's life.
- Safety Officers **will** advise Incident Command and Operation Units.

TERMINATING UNSAFE OPERATIONS

- Per NFPA 1521®, NFPA 1561® standards and Occupational Safety and Health Administration (OSHA) Hazardous Waste Operations and Emergency Response (HAZWOPER) regulations.
- The ISO has the authority to alter, suspend, or terminate operations that present imminent safety hazard.
- Safety Officer under the Incident Command System (ICS) can do this too.

SUMMARY

- The ISO is the onscene risk manager.
- The ISO uses the risk management process, techniques, training, experience, safety cues, SOPs, and intuition to perform his/her job.
- The ISO must look for immediate risks and forecast risks in the future.

Activity 6.3
Terminating Unsafe Operations

VIDEO:

"Scenarios"