

事件は会議室でも起こっている

“Incident also occurs in the conference room”

～ I C S の構築に向けて～

“Needs for Incident Command System”

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Roles of MDPC

- **Not-for-profit**, public/private Oil & HNS spill response organization designed to make a “best effort” response to major maritime disaster in certain Japan coastal water.
- Implementation of removal of Oil & HNS and Fire-fighting operations at sea.
- Basically, MDPC contracts with the Polluter.(=ResponsibleParty)
- Stockpiling of Equipments and materials for Oil & HNS spill incidents.
- Preservation of qualified personnel engaged in Oil & HNS spill response.
- Implementation of training and exercise for fire-fighting and Oil & HNS spill response.
- Research and study of equipments and techniques for fire-fighting and Oil & HNS spill response.



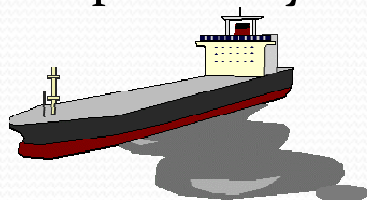
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MDPC has Two faces

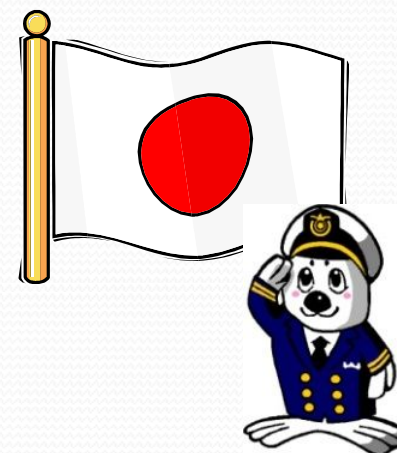
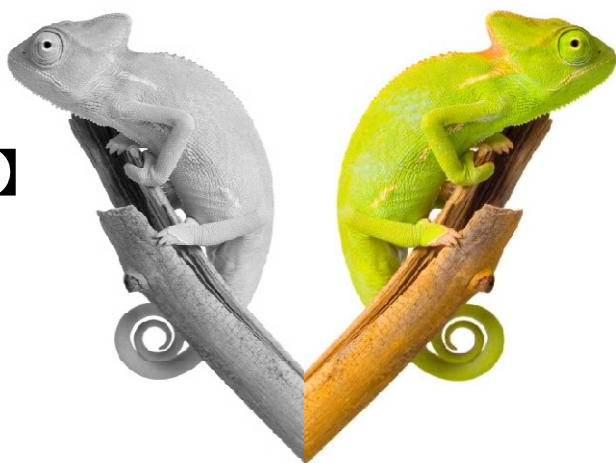
Basically, MDPC is a Private Company Contract with S/F Owner.



【Ship/Facility Owner】



Direction to MDPC by JCG Commandant.
Especially, MDPC changes into a public company.



In case that there is an urgent need to take measures, JCG should direct MDPC to take measures for responding.



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Outline of MDPC's Response System

➤ Independence management

→ MDPC don't receive government's management expense.

➤ Reasonable System

→ MDPC contract with many **S**ub-**C**ontractors.

→ MDPC prepare many Equipment and materials for response.

→ **S.C** has many kinds of work boat, tug boat, worker and others.

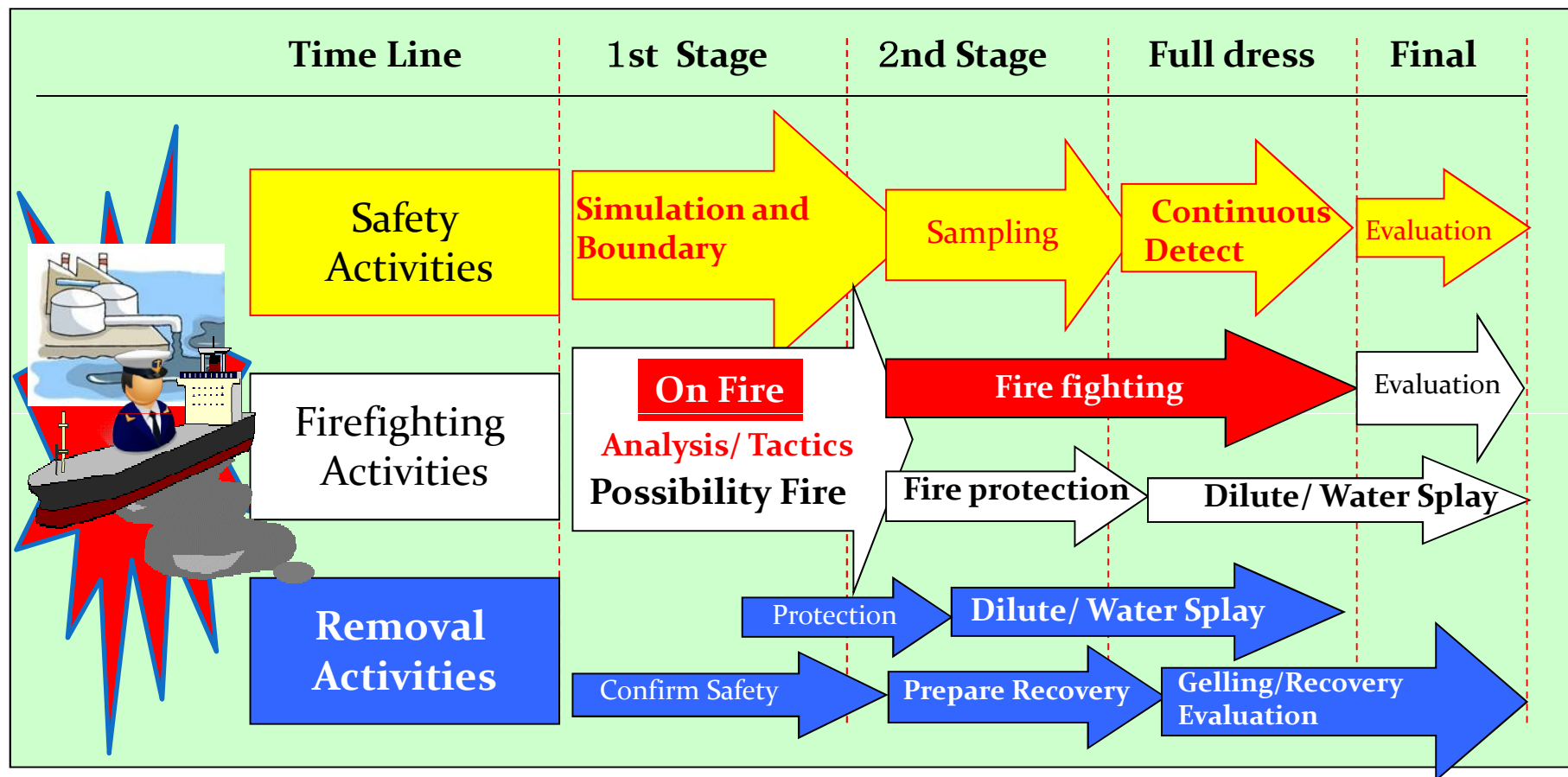
➤ Relationship between MDPC and Sub-C Contractors.

→ MDPC has contracted with 160 **S**ub-**C**ontractors.

→ **S**ub-**C**ontractor's main business are tugboat, port service, agent etc.,



Response Policy for Maritime Disaster



【Difference between oil and HNS spill】

MDPC's responders have conviction that is compound from three factors. HNS responder are required three factor's knowledge and technique by the Law/ Regulation.

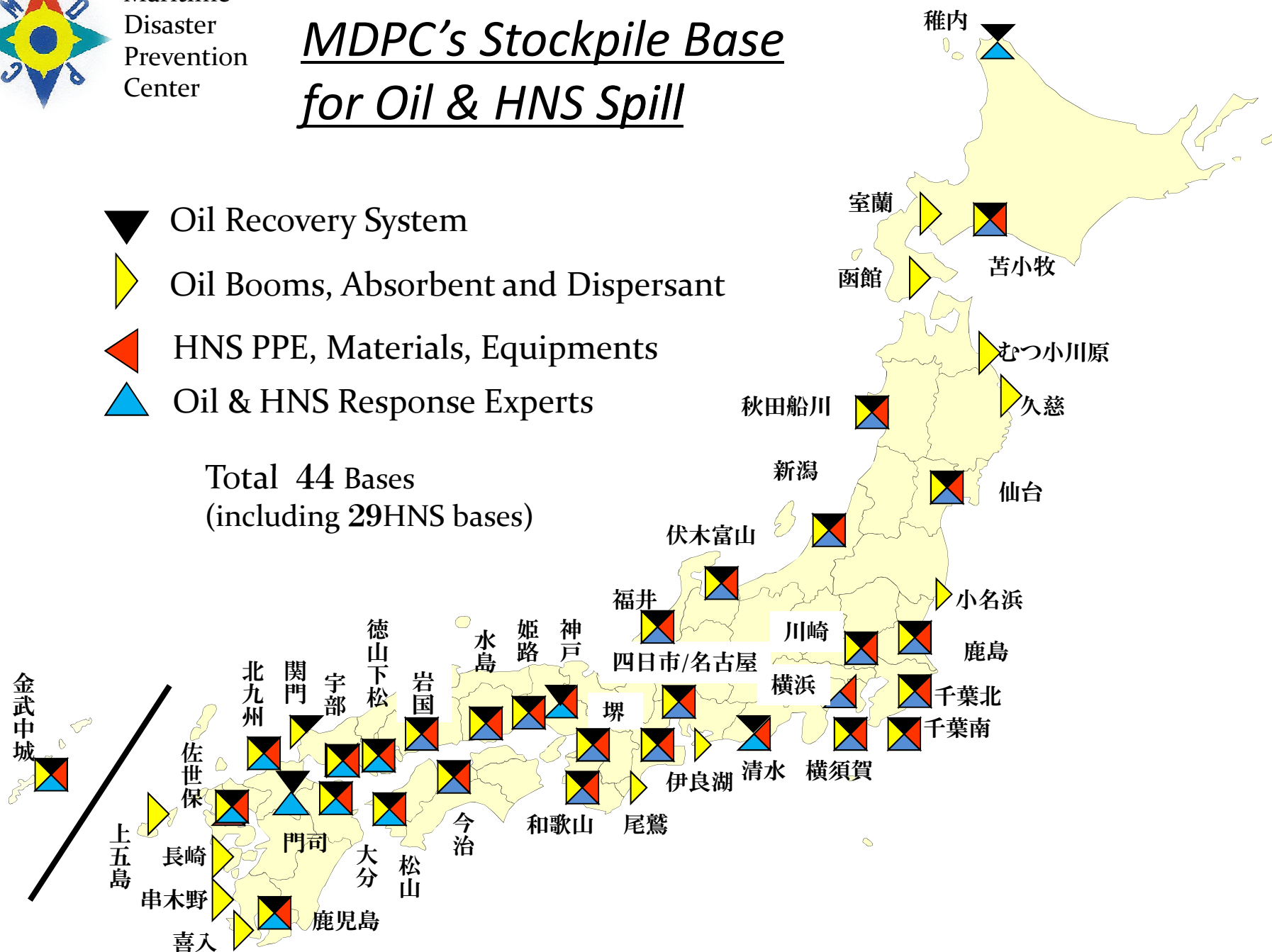


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MDPC's Stockpile Base for Oil & HNS Spill

- ▼ Oil Recovery System
- ▶ Oil Booms, Absorbent and Dispersant
- ◀ HNS PPE, Materials, Equipments
- ▲ Oil & HNS Response Experts

Total 44 Bases
(including 29 HNS bases)





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Large Experience in responses

- MDPC was established as an authorized corporation in 1976.
- In 2003, Reformed as an independent administrative agency and took over all duties of the authorized corporation.
- The number of MDPC's response are **"156"** since 1976.



Oil Spill from ship



Oil Spill from Facilities

東日本大震災を起因とした コンビナート火災と流出油事故 3.11 Catastrophe LPG Tank Firefighting & Oil spill Response

沸騰液膨張蒸気爆発
Boiling Liquid Expanding Vapor Explosion: BLEVE



MDPC Response



【Photo by MDPC】

MDPC's Fire Fighting Boats



【Photo by MDPC】



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Catastrophe

LPG Tank Firefighting (11th March)



Before Firefighting “After Firefighting”

Purpose: Exposures Protection & Confinement

Catastrophe

LPG Tank Firefighting (12th March)



Spilled Oil at early stage in CHIBA Port



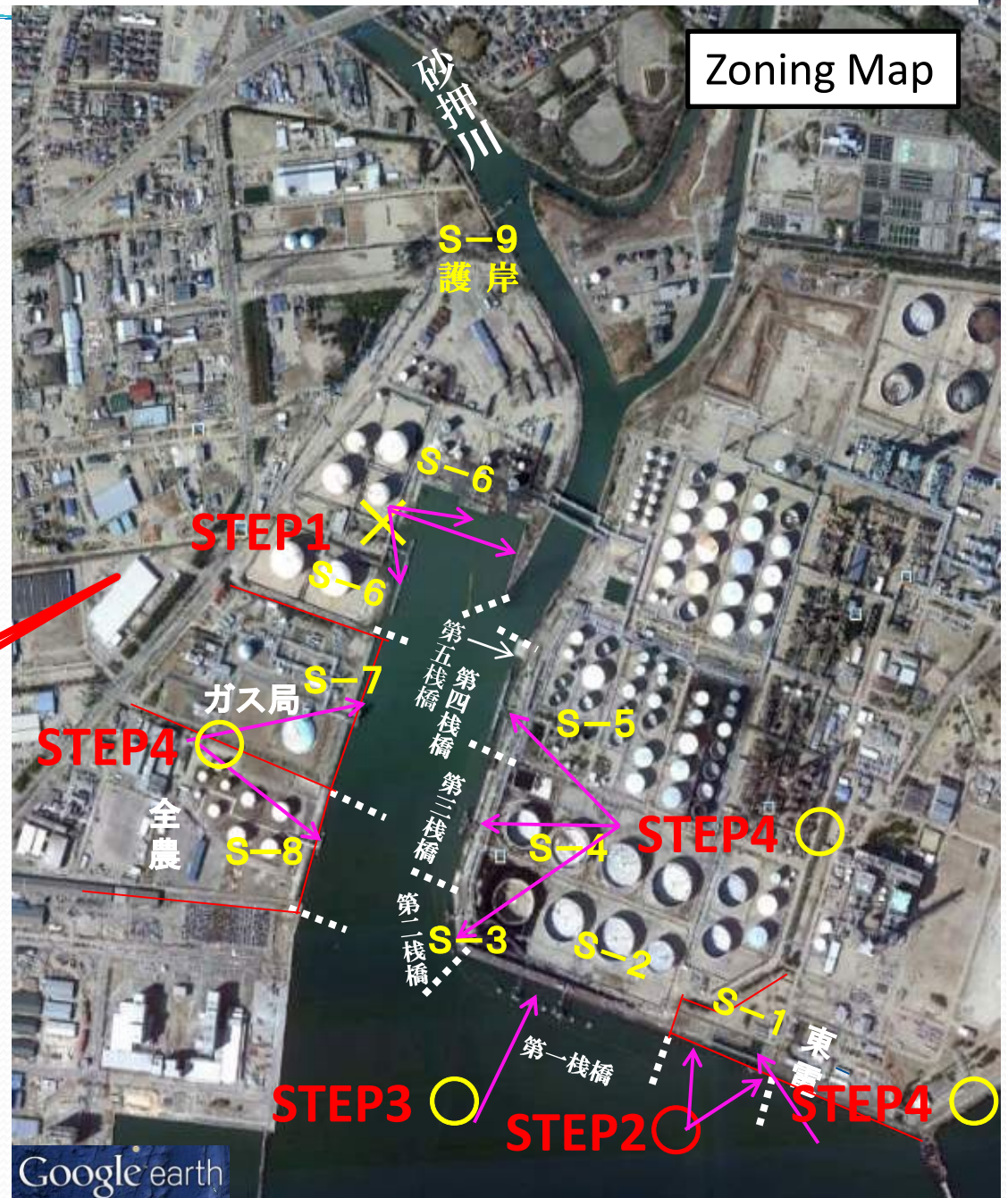
Difficult to
clean up



Clean up operation in SENDAI Port



**SENDAI/SHIOGAMA
PORT**







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事故対応組織の指揮運用

～“事故”と“問題”の管理～

“Issues Management & Incident Management”

“問題”の管理

Issues Management

“事故原因は？”人体・
漁業への影響は？“今後
どのような対応を実施す
るのか？”

他機関/本社

意志決定

IC/Command Staff

運用/計画/支援/総務

Operations/Plan/Logi/Fina・Admin

他機関/住民
External Factor



中央政府/地方自治体/警
察/消防等&民間事業者
で「組織構造・任務・名称
はバラバラ！」

“事故”の管理

Incident Management

危険範囲の設定は？
具体的な防除活動
は？油処理剤は？何
を守って…何を犠牲
にするのか？



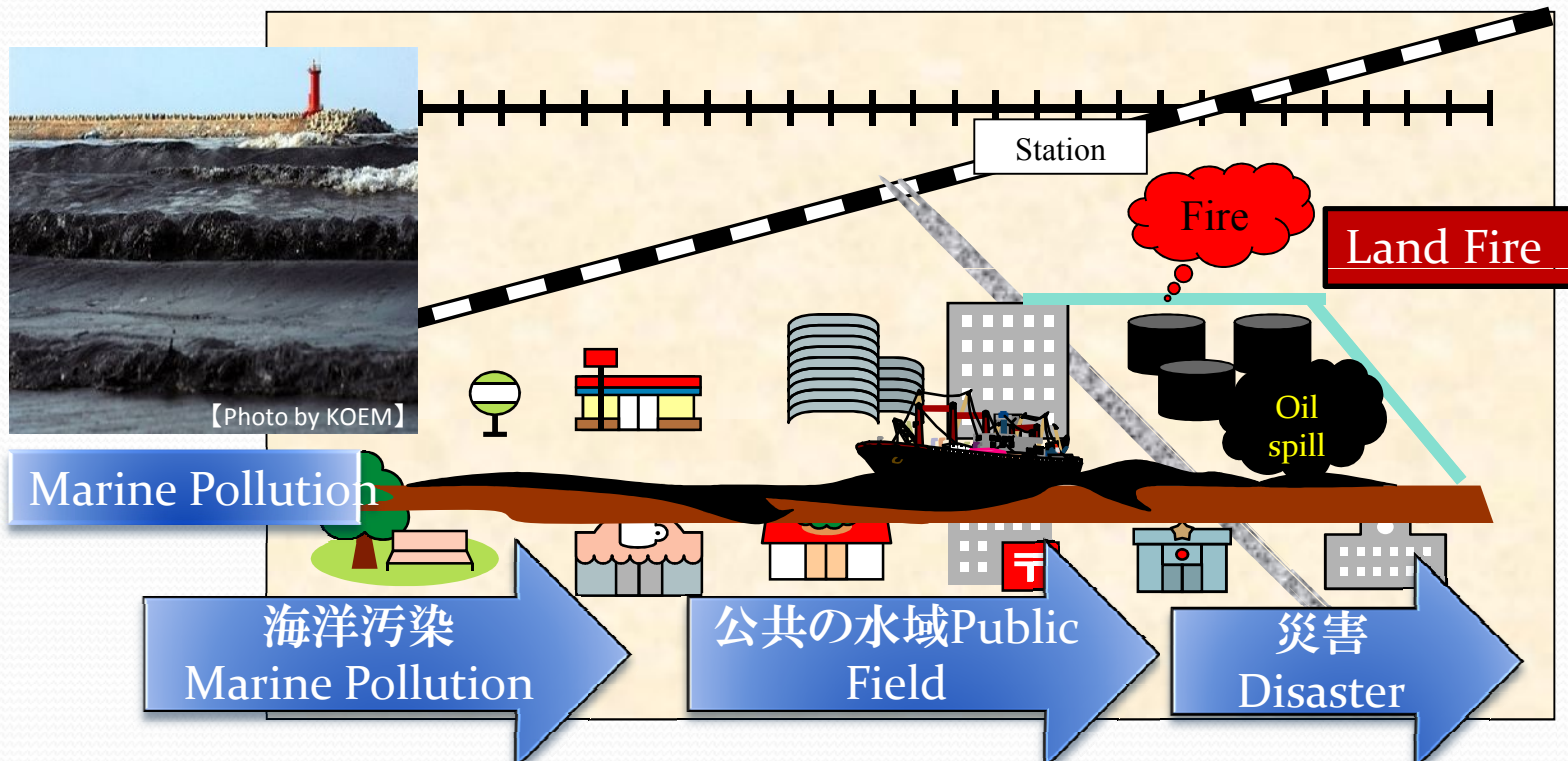


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“問題の管理”という概念の範囲

Range of issues management

陸上火災と海洋汚染の比較 Compare Land Fire with Marine Pollution




自社の敷地内（管轄内）で“災害は起こる”
→ “責任の範囲は限定される” と思いこんでいる。

Incidents also occur in the conference room!

In the case of an oil spill by an oil company...

- Marine pollution incidents need local community consensus on response strategies and tactics (Dispersant application, etc.)
 - “We can’t do anything on site. **Get the incident command office’s staff on it!**”
- Incidents in home territory easily understood, but when they impact a wider area as in the case of marine pollution, it is difficult to respond to accident information and claims.
 - “I don’t understand the place names or the technical terms! **Someone else take the phone!**”
- Why can’t we respond to real incidents the way we do in training?
 - “We could handle it on our own pier, but not somewhere unfamiliar. We need permission to go into another company’s area! **Get the incident command office’s staff on it!**”
- Staff are accustomed to short drills onsite, but there are no exercises or systems for commanding and controlling incident response teams over a long period of time.



油回収スポットを
事前に計画できてい
れば・・・残念！

This is an aerial photograph of a coastal town. The town is densely packed with buildings and is situated along a waterfront. A large body of water, likely a harbor or bay, is visible in the foreground. A large, dark, irregular shape in the water indicates an oil spill. Three yellow oval markers with red outlines are placed along the edge of the spill, likely indicating collection points. A thought bubble with Japanese text is overlaid on the image, expressing regret that the collection spots were not planned in advance.

Incidents also occur in the conference room!

- ◆ Overly formulaic training can result in a chronic lack of preparedness and overly rigid knowhow and skills.
- ◆ Personnel bring their apprehension with them as they assemble in the conference room



People's apprehension increases as they interact and as a result it is unclear where responsibility lies.
Lack of preparedness turns apprehension into fear.

- ◆ In the incident command office :
 - “We will decide on concrete measures once information from the scene has been confirmed.”
 - “Does anyone know about this?” “No one told me anything about that.”
- ◆ On site:
 - “We’ll ask the incident command office’s staff for instructions before we do anything.”
 - “Who will take responsibility?”

Why is issue management lacking?

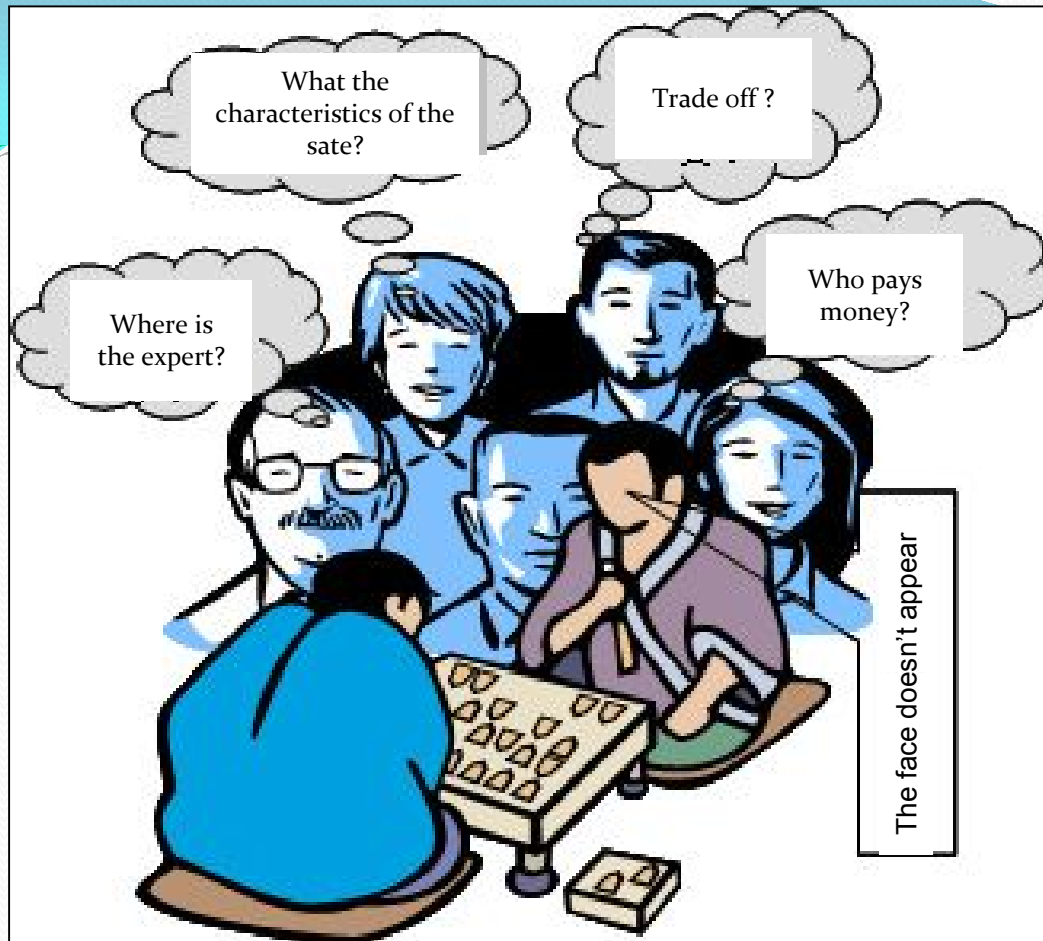
Factor 1: Strong cooperation frameworks have been established traditionally and through legislation for incident management → Neighborhood watch groups, cooperative disaster prevention organization, etc.

However, when it comes to issue management, response command and coordination is the responsibility of the parties involved in the incident, and outsiders (parties providing cooperation) are not expected to interfere.

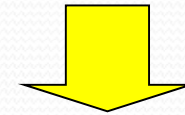
∴ No concept of cooperating in issue management

Factor 2: In formulaic training, the scenario is that public institutions will take responsibility. In fact, the primary responsibility lies with the party causing the incident.

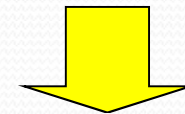
- *Misunderstandings, illusions and false knowledge rampant.**
- *Japanese nature not to clarify where responsibility lies.**
- *Only in Japan does training focus on fighting spirit, visual appearance, strict timeframes and traditional ceremonies.**



A incident occurring is the worst thing that could happen (response starts here)



How to minimize damage → disaster mitigation



Disaster mitigation efforts

Assume that a incident will occur → Establish common understanding among relevant parties during normal times

Realizing a “public-private chess game” (shared incident management and issue management) will require standardizing rules and terminology, establishing an organizational structure, and eliminating misunderstanding.

Standardizing incident command and coordination methods

- In the case of the Great East Japan Earthquake, the parties bearing primary responsibility were also the victims. Victims should not be expected to engage proactively in response activities.
- Resources such as equipment, materials, and personnel from unaffected areas should be mobilized and a long-term response program set in place.
- Resources need to be used effectively.



- Responses to large-scale marine pollution incidents are the same.
- Governments, local authorities, related groups, volunteers and other NPOs, etc., involved in marine pollution incidents need to form a **single incident command organization**, sharing information and commanding and coordinating operations to ensure that resources can be obtained and utilized effectively.



Approaches to issue management need to be standardized across the public and private sector to realize “one voice”.



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受動的対応と能動的対応

REACTIVE / PROACTIVE



受動的対応(初期の対応)
Reactive Response



能動的対応(先を読んで行動する)
Proactive Response

Incident Command System (ICS)

- This is not a special organization, but rather a common **template**.
- It is a **framework** for unifying public-private approaches to command and coordination by incident headquarters, etc., in cases of emergency or when there is an incident at a company
- In the case of large-scale or wide-area disasters, a cooperative arrangement is needed so that local authorities, national government ministries and agencies, the local community and other parties can work together. → The organizations and institutions involved need to work smoothly and cooperatively within a single management system.

A unified response is not possible where different institutions bring in their own traditional ways of working. If the private and public sectors prepare a joint approach during normal conditions, they will be able to work together effectively when incidents occur. → “Unity of efforts”

- With an ICS, organizations and institutions establish comprehensive organizational functions and a structure geared to the particular emergency situation without losing their respective legal rights.
- An extremely flexible approach is taken to establishing the organizational structure.

National Incident Management System (NIMS)

Component	Outline
<p>Incident Command System</p> <p>ICS</p>	<ul style="list-style-type: none"> • A standardized command system for times of emergency which has been used by local authorities (firefighting, emergency medical services, rescues, etc.) for more than 30 years • Clear responsibilities, integrated communications system, integrated chain of command, standardized terminology, standardized organizational format • Efficient use of materials, equipment and personnel. Even in different places and with different organizations, the equipment, materials, personnel and supplies, etc., held by multiple organizations are incorporated into one standard organization.
<p>Multiagency Coordination System</p> <p>MACS</p>	<ul style="list-style-type: none"> • Established where an emergency situation comes under the jurisdiction of multiple authorities and institutions, or where the emergency situation becomes complex. • Defines the operation, management and organizational structure of management support organizations established in times of emergency at federal, regional (over multiple states and local governments) and local level.

*NIMS is a national template launched on 1 March 2004 by the US Department of Homeland Security.

*The ICS is the heart of the NIMS, and an active education program is in place for emergency response personnel in state and local governments and companies.

Disaster/Large scale marine pollution incident Form a Japan National Team!



Public Team



Private Team



As for sports,
the practice is
important.

Differ with each teams
/Different terminology
/Different rulebook
/Different objects ····etc

Sharing of
terminology
& simple
rule.

The incident response is the same as sports!



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MDPC Training & Exercises in YOKOSUKA Training Center



防災の神髄

「神明はただ平素の鍛錬に力(つと)め、戦はずして既に勝てる者に勝利の栄冠を授(あず)くると同時に、一勝に満足し治平に安(やす)んずる者より直ちに之をうばう。」

【連合艦隊解散ノ辞拔粹】

- Heaven gives the crown of victory to those only who by habitual preparation win without fighting, and at the same time forthwith deprives of that crown those who, content with one success, give themselves up to the ease of peace.

21st December 1905.
TOGO HEIHACHIRO



THANK YOU