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District Duty Officer (DDO) Induction





The District Duty Officer (DDO)

As a District Duty Officer (DDO), you play an integral role in representing your District Assistant Chief Fire Officer (ACFO) in providing command support to our brigades, groups and community during times of escalated or complex response and urgent brigade matters. This induction contains the basic information you need to help navigate our systems, processes, policies and procedures when performing the role of the DDO.

The role of the DDO

The DDO is the Assistant Chief Fire Officer's representative and has the delegations of the Chief Officer as determined by Section 28 of the CFA Act. A DDO supports brigades and groups in operational and urgent brigade management matters. The DDO exercises the powers of the ACFO (Officer in Charge of the district), consistent with CFA delegations, to act on matters of operational preparedness, readiness, response and recovery.

Encompassed in the role of the DDO is the leadership and management of readiness and response activities related to CFA resources for response to emergencies and CFA's initial recovery from an emergency. The DDO role includes being the conduit for after-hours issues/operational activities and is responsible for transitioning those issues and risks into normal agency business structures/activities.

The DDO has a critical role in supporting and supplying field-based incident control while ensuring security arrangements are in place for a designated district. In recognition of the critical role the DDO plays within our districts, the following endorsement process has been defined to ensure that all DDOs have the required skills, knowledge and experience to efficiently and effectively discharge responsibilities and accountability for the role.

The DDO works closely with State Duty Officers, Regional Agency Commanders and the State Agency Commander to maintain a common operating picture of recovery, readiness, response and member support arrangements.

Purpose of this course

A District Duty Officer (DDO) is responsible for supervising personnel, commanding escalated or complex responses, making decisions under pressure, communicating with various stakeholders, managing resources, and representing the CFA district before, during and after incidents. Because the role carries significant operational and leadership responsibility, a structured induction program is critical.

The District Duty Officer Induction CFADDOIND, which is available on Members Online, provides the core knowledge, skills and system familiarity required for personnel to be endorsed and operate effectively as a DDO. The program supports:

- Consistent, doctrine-aligned decision-making
- Confidence in using CFA, DEECA and EMV systems
- Effective coordination across districts, regions and agencies
- Safe and sustainable operational leadership across the fire season.

System familiarisation requirement

To operate effectively as a DDO or manage a District Command Centre (DCC), personnel must demonstrate the ability to locate, access and navigate critical operational systems.

As part of ACFO endorsement at completion, DDOs must be familiar with:

- EM COP – incident rooms and situational awareness
- CFA Safe/Members Online – navigation and operational resources
- EM Incidents (incident shift/action plans) – incident and weather products
- Paging (EAS/Viper) – alerting and notifications
- eMap – mapping, observations, impact reports and predictions
- Tarnook – readiness, weather and intelligence
- Foresight – fire behaviour, prediction and planned burning.

System access and familiarity are assessed through engagement with the sessions and use of provided reference materials.

How to use this induction program

This induction consists of 11 structured sessions, each providing:

- context and doctrinal foundations
- practical explanations and demonstrations
- tools, downloadable checklists and reference material.

The program is designed to be used as:

- an awareness pathway for new or transitioning DDOs
- a seasonal refresher
- a formal endorsement checklist confirming readiness to perform the role.

Course structure

The DDO induction is delivered across the following sessions:

1. Introduction to the District Duty Officer Induction
2. Financial delegation
3. CFA governance and legislation
4. CFA district readiness plans
5. CFA, DEECA and EMV systems
6. Operational communications
7. Aviation
8. Community warnings
9. Support, supply and security
10. Managing District Command Centres
11. Fire behaviour and intelligence



Endorsement outcome

Completion of this course supports the defined DDO endorsement process, ensuring personnel have:

- the required knowledge and understanding of the role
- familiarity with critical systems and tools
- awareness of governance, escalation and coordination requirements
- the confidence to make informed decisions in dynamic operational environments.

From the Chief Officer

Every day, communities across Victoria rely on CFA to protect lives and property. Behind the scenes, this critical leadership role ensures operational readiness and response support is provided to the field.

Intent and expectations

The Chief Officer's intent is clear: DDOs must be connected, trusted and reliable leaders. They uphold CFA values, maintain readiness and response arrangements, and ensure safety and fatigue management for all personnel. Every decision made by a DDO reflects CFA's commitment to supporting its member and protecting communities.



The Chief Officer's Command Intent and State Emergency Management Priorities underpin every decision. Protection and preservation of life and relief of suffering is paramount. Issue timely community warnings, support the protection of critical infrastructure, and uphold CFA values of safety, teamwork, adaptability, integrity and respect.

DDO responsibilities and accountabilities

The DDO role is not just operational, it carries significant responsibilities and accountabilities. A snapshot of some of the general duties include, but are not limited to:

- Act as point of contact as a Senior Operational Leader of a district
- Maintain situational awareness of current and/or emerging emergencies
- **Readiness:** Monitor district security, ensure appropriate readiness posture, liaise with brigades, groups and partner agencies and implement readiness activities per the District Readiness Matrix
- **Operational oversight:** Monitor district operations, assurance of the implementation of SOPs and supporting the maintenance safety standards
- **Response:** provide notification to ACFO's, SDO's and/or RAC's of significant incidents, support field-based Incident Controllers and the activation of specialist resources and support.
- Issue timely warnings and advice messages in line with CFA doctrine and JSOPs
- Uphold delegations under the CFA Act, manage financial obligations and ensure OH&S reporting where required
- Provide oversight of fatigue management and welfare responsibilities for crews during extended operations
- While responsibilities can be delegated, accountability remains with the ACFO. The DDO must conduct themselves with a high degree of discipline so that all actions align with CFA standards and operational doctrine.

Decision making

DDOs need to be able to make timely and effective critical decisions in dynamic situations. Examples include:

- Supporting response to escalating incidents
- Work together in a complementary fashion to protect Victorian communities
- Ensure groups have activated readiness arrangements
- Review fire weather intelligence data and maintain the appropriate level of district readiness posture and activation of the District Command Centre when required
- Aircraft deployment in response to aircraft requests outside PDD
- **Community warnings:** When fire behavior intelligence signals a sudden wind change, the DDO issues a Watch and Act message within minutes, coordinating with the Incident Controller and State Duty Officer (SDO)
- **Resource shortage:** A major incident draws multiple appliances from the district. The DDO initiates a move-up plan to maintain district security, liaising with neighboring districts and the RAC
- Coordinate identification and release of resources into other districts, regions or interstate
- **Welfare and safety:** After a collision involving a CFA appliance, the DDO activates peer support, ensures OH&S reporting and escalates to senior leadership
- These decisions reflect the Chief Officer's Command Intent: prioritising life safety first, followed by protection of critical infrastructure and property, even when communication breaks down.

SDO and DDO framework

CFA has developed a supportive framework to ensure the DDO role and the SDO role work seamlessly together, through the operation of a structured notification and activation framework:

- Tier 1: Non-urgent notifications for situational awareness
- Tier 2: Advice for incidents that may escalate
- Tier 3: Activation for direct operational support
- Tier 4: Decoupling, where the DDO assumes full responsibility for district operations.

These processes ensure clarity, accountability and rapid decision-making during emergencies. DDO coupling and decoupling decisions consider safety, fatigue management and resource availability. The framework can be found on the DDO induction page.

Protecting lives and property and supporting our people

The DDO is more than a role, it's a responsibility to lead with integrity, make critical decisions under pressure and safeguard our communities. Through training, experience and commitment, DDOs uphold CFA's mission to protect lives and property every day. Every action of a DDO aligns with the Chief Officer's Command Intent.



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Session 2: Financial delegation

This session explains how DDOs contribute to CFA's command and control arrangements by exercising financial delegations during emergency operations. It clarifies how these delegations support operational decision-making, differ from BAU delegations and operate within CFA and multiagency environments.

At the completion of this session, DDOs will be able to:

- apply financial delegations under the CFA Act to support emergency operations
- understand the scope and limits of their financial authority
- identify when escalation is required
- distinguish between BAU and emergency financial delegations
- navigate delegation arrangements in multiagency incidents.

The role of the DDO

DDOs are authorised to procure goods and services necessary to support incident activity, ensuring timely and safe operations in line with governance requirements. Typical operational uses include:

- catering and welfare support
- equipment or consumables
- contractors and specialist services.

Delegations in multiagency incidents

While financial delegations are broadly consistent, there are variations depending on the incident type and lead agency, including:

- CFA-led incidents
- DEECA/Forest Fire Management Victoria
- VICSES
- Fire Rescue Victoria.

DDOs must apply the correct delegation framework when operating within an Incident Management Team (IMT).

Limits and escalation

DDO delegations have defined boundaries. High value expenditure or specific procurement activities may require escalation to:

- an Assistant Chief Fire Officer (ACFO), or
- DCO, Chief Officer, CEO or Board.

Understanding when and how to escalate ensures compliance while maintaining operational effectiveness.

BAU vs emergency delegations

This session highlights key differences between:

- Commander delegations in normal business operations, and
- DDO delegations during emergency events.

Differences include spending limits, budget availability, procurement sources and governance requirements across CFA and multiagency incidents.

Required learning

DDOs must complete:

- [CFA Financial Delegation eLearning Module \(CFA LMS\)](#)
- [Emergency Event Financial Delegation Module \(EM-Learn\)](#)

Key References

- [CFA Financial Delegations \(Emergency Operations\)](#)
- [CFA BAU Financial Delegations](#)
- [CFA Procurement and Purchasing Guidelines](#)
- [CFA Catering and Contractor Engagement Guidance](#)
- [DEECA/FFMVic, VICSES, and FRV procurement frameworks](#)
- [State Emergency Management Plan \(SEMP\)](#)



Session 3: CFA governance and legislation

This session provides DDOs with an overview of CFA governance, legislation and key operational frameworks. It explains where to locate authoritative resources and how legislative powers, policy and doctrine guide operational decision-making during incident management. At the completion of this session, DDOs will be able to:

- identify key legislation and governance frameworks underpinning CFA operations
- understand the Chief Officer's powers and delegations relevant to DDOs
- locate critical CFA policy, doctrine and SOPs
- apply Command Intent when situations are not explicitly covered by SOPs
- navigate state-level emergency management frameworks.

The role of the DDO

DDOs operate within a defined legislative and governance framework. They must understand how CFA powers, delegations and policy, guide actions, particularly when making decisions in dynamic or evolving operational environments.

Key responsibilities include:

- exercising delegated powers lawfully and appropriately
- applying policy and SOPs to operational decision-making
- understanding escalation, agency roles and control/support arrangements.

Legislative and CFA framework

This session covers the legislative foundations of CFA operations, including:

- The CFA Act and Regulations and defining CFA's powers, responsibilities and duties
- Chief Officer delegations through instruments as a control or support agency
- Section 30 and related provisions enabling incident control, brigade direction and volunteer oversight
- additional powers of relevance to DDOs, including fire investigation responsibilities.

Access to operational guidance

DDOs are shown where to locate authoritative sources, including:

- Chief Officer delegated powers and the Delegations Register
- Standing Orders, Standard Operating Procedures (SOPs), Operations Bulletins and Safety Alerts
- CFA Members Online and Emergency Management Victoria (EMV) resources.

Command intent and decision-making

This session introduces Command Intent Statements, which guide decision-making when:

- conditions are complex or evolving
- circumstances are not specifically covered by SOPs.

Command Intent supports consistent, risk-informed actions aligned with CFA doctrine.

Critical SOPs for DDOs

Examples of SOPs referenced include:

- SOP 9.42 – Requesting and issuing community warnings
- SOP 9.11 – Incident handover processes, including the Incident Handover Direction Notice

EMV and state frameworks

An overview of state-level coordination frameworks, including:

- the State Emergency Management Plan (SEMP)
- Joint Standard Operating Procedures (JSOPs), such as traffic management and public information
- JSOP 2.03 – Establishing Incident Management Teams (IMTs).

Key references

- [CFA Act](#)
- [CFA Regulations](#)
- [Chief Officer Instruments of Delegation](#)
- [CFA Delegations Register](#)
- [Standing Orders, SOPs, Safety Alerts, Operations Bulletins](#)
- [CFA Pocketbook](#)
- [State Emergency Management Plan \(SEMP\)](#)
- [Joint Standard Operating Procedures \(including JSOP 2.03\)](#)



Session 4: CFA District Readiness Plans

This session provides DDOs with an overview of District Readiness Plans and associated operational planning tools used to support preparedness, readiness, response and escalation across CFA districts. It demonstrates how to access and interpret readiness documents to inform operational decision-making.

At the completion of this session, DDOs will be able to:

- understand the purpose and structure of District Readiness Plans
- interpret readiness matrices, triggers and escalation indicators
- access and apply Bushfire Response Plans and local response documentation
- identify planning considerations for complex risks, including Major Hazard Facilities (MHFs)
- use readiness and escalation tools to support safe and effective operations.

The role of the DDO

DDOs use District Readiness Plans and associated tools to assess risk, guide preparedness and inform escalation decisions before and during incidents.

Key applications include:

- assessing readiness against risk indicators
- activating resources and support arrangements
- supporting IMT establishment and escalation planning.

District readiness documentation

District Readiness Plans vary in format across CFA's 21 districts but share common elements, including:

- District and Regional maps, ICC footprints and group boundary mapping
- SEMP preparedness and response priorities
- District-level agency partnerships, contacts and reporting relationships.

Readiness matrices and triggers

This session explains how readiness actions are linked to risk, including:

- Fire Behaviour Index (FBI) ratings and associated readiness actions
- District Readiness Matrices, including Strike Team activation arrangements
- considerations for public information and warnings, aircraft activation, HR readiness, fire investigation availability and plant/equipment planning
- ICC readiness levels outlining required personnel, roles and capability per risk level.

Bushfire Response Plans

A practical example is used to demonstrate how Bushfire Response Plans support operational planning, including:

- risk and mapping information (towns, critical infrastructure, EM agencies)
- ICC, divisional command, staging areas, airbases, and water supply points
- resource considerations such as municipal contacts and Neighbourhood Safer Places
- alignment with JSOP 2.03 for IMT establishment.

Major Hazard Facility (MHF) planning

The session includes examples of MHF Operations Management plans, covering:

- risk profiles and hazardous materials
- evacuation arrangements and response triggers
- application across facilities such as gas plants, refineries and chemical sites.

HR and escalation planning

DDOs have access to tools supporting:

- human resource planning for IMT roles, including Level 2 and Level 3 ICs
- operational capability information (Aircraft Officers, Airbase Managers, Strike Team Leaders)
- incident escalation planning including resource recommendations, communications, heavy machinery and logistics
- formation of multiagency IMTs and suitable IMT locations.

Key references

- [District Readiness Plans](#)
- [District Readiness Matrices and FBI guidance](#)
- [Bushfire and Local Response Plans](#)
- [Major Hazard Facility plans and relevant SOPs](#)
- [HR planning tools and operational capability lists](#)
- [Incident Escalation Plans](#)
- [State Emergency Management Plan \(SEMP\)](#)
- [JSOP 2.03](#)



Session 5: CFA, DEECA and EMV systems

This session introduces DDOs to the key operational systems used across CFA, DEECA and Emergency Management Victoria (EMV). It demonstrates how to locate and access each platform to support incident management, resource oversight, situational awareness and multiagency coordination.

At the completion of this session, DDOs will be able to:

- Locate and access core CFA, DEECA and EMV operational systems
- Understand how each system supports incident management and coordination
- Use systems to support IMT formation, resource management and situational awareness
- Recognise system limitations and appropriate use cases
- Operate confidently within Victoria's multiagency emergency management environment.

The role of the DDO

DDOs use multiple systems to maintain situational awareness, support IMT readiness, manage resources and coordinate with partner agencies.

Key responsibilities include:

- Monitoring incidents and resource status
- Supporting IMT and escalated command arrangements
- Ensuring timely information sharing across agencies.

CFA systems

This session introduces the primary CFA operational platforms, including:

- IMT Team Availability Tool – visibility of endorsed and accredited IMT personnel availability (indicative only)
- Incident Management System (IMS) – CFA's primary system for incident information, IMT setup, AIIMS reporting, PIRs and dispatch data
- ACOM Command and Control Console – radio monitoring, channel management and communications oversight
- CAD browser – access to incident chronology and event logs
- Ops comms resource (vehicle) tracking – near real-time tracking of CFA appliances and radios
- EAS/Viper – pager-based alerting for CFA members (primary alerting method)
- Supplementary Alerting Service (SAS) – mobile phone alerts that complement, but do not replace, pager messaging.

DEECA systems

Key DEECA platforms supporting fire and resource management include:

- FIREWEB – integrated operational platform for data sharing, coordination and reporting
- State Resource Request System (SRRS) – statewide resource request, allocation and movement orders, governed by JSOP 3.09
- Tarnook – emerging web-based platform progressively replacing FIREWEB functions, including workforce capability and plant/equipment data
- EM Incidents (training and reports) – limited-access platform for initial reports, SitReps, maps and shift plans, with feeds to VicEmergency.

EMV systems

State-level coordination and information sharing systems include:

- EM COP (Common Operating Picture) – real-time, multiagency situational awareness, mapping, collaboration rooms, and cross-agency incident visibility
- eMap Viewer – GIS viewer within EM COP for briefing preparation and risk visualisation
- EM Drive – sector-wide document storage for reports, maps and operational documentation
- EMAP – producing a potential impact report on EMAP via EM COP desktop and operations
- EM Learn – emergency management training platform supporting credentials and just-in-time learning.

Key references

- CFA operational, communications, alerting and reporting systems
- DEECA resource management and reporting platforms (including JSOP 3.09)
- EMV coordination, mapping, document management and training systems



Session 6: Operational communications

This session introduces DDOs to CFA's operational communications environment. It explains how DDOs interact with Emergency Management Victoria (EMV), 000 Victoria, Fire Services Communications Controllers (FSCCs), and other Emergency Service Organisations (ESOs) to support safe, timely, and effective incident response and escalation.

At the completion of this session, DDOs will be able to:

- understand CFA's operational communications framework
- identify key communication partners and roles during incidents
- apply response tables and activation processes to support dispatch and escalation
- fulfil DDO responsibilities during high-risk and Fire Danger Period (FDP) conditions
- access and maintain operational communications data and tools.

The role of the DDO

DDOs play a critical role in maintaining operational readiness by supporting dispatch, escalation and information flow across CFA and partner agencies.

Key responsibilities include:

- supporting response and escalation decisions
- liaising with FSCCs, SDOs and partner agencies
- ensuring response data and operational information remains current and accurate.

Operational communications overview

This session explains how CFA works with EMV, 000 Victoria and other ESOs using core communication tools, including:

- radios
- EAS paging system
- Supplementary Alerting Service (SAS)
- Emergency Management Operational Communications (EMOC) program.

These systems collectively support command, control and dispatch across Victoria.

Key roles and interfaces

Fire Service Communications Controllers (FSCCs):

- Maintain operational communication standards and liaise with DDO's during major incidents and FDP operations.

State Duty Officer (SDO):

- Provides 24/7 support in partnership with FSCCs and may liaise with DDOs regarding escalated incidents or the 000 VIC operating environment.

Response tables and assignment areas

DDOs are introduced to:

- assignment areas and their influence on incident notifications and dispatch
- CAD response tables and their operational use
- DDO responsibilities for wordback, escalation and additional resource activation.

Considerations include:

- Road Network Modelling (RNM) and travel time calculations
- seasonal and environmental factors (Hot Day Tables, FDP, BA usage)
- special risk locations such as nursing homes, alternative energy sites, and other high-risk facilities
- specialist response tables for aircraft (PDD), Fire Medical Response, and technical rescue.

Ops Comms Notification Forms

DDOs are shown how and when to use key Ops Comms forms, including:

- Form 4 – Resource Modification
- Form 5 – Protected Premises/Monitored Alarms
- Form 6 – Data Response Sign-Off
- Form 6 – Assignment Area Map Change
- Form 8 – Temporary Turnout
- Form 9 – Permanent Safety Note.

Summer and high-risk weather operations

This session outlines DDO responsibilities during heightened risk periods, including:

- FDP escalation decision-making within the district
- Strike Team activations and paging responsibilities
- use of Areas of Dispatch (AoD) when operating outside standard response arrangements.

CFA SharePoint and data management

An overview of Ops Comms SharePoint resources, including:

- response tables, RNM data and CAD forms
- mapping, alarms and special risk data
- importance of routine review and validation of response and FDP data.

Key references

- [CFA alerting, radio and communications systems](#)
- [CAD, response tables, RNM and Ops Comms forms](#)
- [FSCC, SDO and 000 Victoria coordination guidance](#)
- [FDP, Hot Day Tables and summer escalation resources](#)



Session 7: Aviation

This session introduces DDOs to Victoria's aviation capability and the role aircraft play in supporting fire and emergency operations. It explains how DDOs access aviation information, interact with the State Air Desk, and support safe, coordinated, and effective aircraft use at incidents.

At the completion of this session, DDOs will be able to:

- understand the role of aviation in emergency response across Victoria
- access and interpret aviation information using EM COP and CFA systems
- support aircraft dispatch, airbase operations and aviation safety
- apply appropriate communication and coordination practices for air operations
- fulfil DDO responsibilities when managing aviation resources within their District.

The role of the DDO

DDOs support the effective and safe use of aircraft by coordinating with the State Air Desk, supporting airbase activation and ensuring aviation activities are integrated into incident management arrangements.

Key responsibilities include:

- supporting aircraft dispatch and resource coordination
- liaising with the State Air Desk and operational partners
- ensuring aviation safety and situational awareness at district level.

Accessing aviation information

DDOs are shown how to access aviation-related information through:

- EM COP aviation tools, including aircraft status maps, weather layers, PDD resources, night aviation and live video feeds
- CFA aviation resources via Members Online including guidance and documentation.

These systems support operational readiness, situational awareness and informed decision-making.

Aircraft, airbases and capability

This session provides an overview of:

- Victoria's airbase network, including:
 - Nominated Operational Bases (NOBs)
 - FFMVic-managed airbases
 - CFA-managed airbases
- Automated Pre-Determined Dispatch (PDD) airbase coverage
- The fleet of firefighting aircraft, including:
 - Rotary-wing aircraft (for example Helitaks)
 - Fixed-wing aircraft (for example SEAT's and Large Air Tankers)
- Aircraft roles across initial attack, line construction and major fire operations.

Aircraft dispatch and coordination

Two aircraft response pathways are explained:

1. Pre-Determined Dispatch (PDD)
2. Request-based response via FIRECOM

The session outlines when and how DDOs engage with these processes, including coordination with SDOs and the State Air Desk.

Communications and safety

DDOs support safe aircraft operations through:

- firebombing communications and fireground channel management
- liaison with pilots and air operations personnel
- understanding aviation safety principles, including:
 - firebombing watchouts
 - communications protocols
 - RPAS/drone restrictions and reporting processes.

Airbase and flight following responsibilities

The session outlines DDO and SDO responsibilities when:

- activating airbases, including paging volunteers and liaising with pilots
- supporting flight following when CFA is the control agency for PDD aircraft
- managing aircraft integration within Level 1–3 incidents, including NOBs and Temporary Operating Bases (TOBs).

EM COP aviation demonstration

A practical walkthrough of EM COP aviation functions highlights:

- Aircraft status and activity logs
- Standby notes
- PDD maps and layers
- Live aviation video feeds.

Key references

- [EM COP aviation tools and safety resources](#)
- [CFA aviation guidance and airbase documentation](#)
- [Pre-Determined Dispatch \(PDD\) and FIRECOM procedures](#)
- [State Air Desk \(SAD\) coordination information](#)
- [Inter-Agency Aviation Operating Policy and Procedures \(IAOP\)](#)
- [List/locations of Nominated Operational Bases \(NOBs\)](#)
- [FFMVIC-Managed Airbases \(download Cockpit Handbook\)](#)
- [CFA-Managed Airbases \(21 sites\)](#)
- [Airbase Activation Procedures \(DDO/SDO responsibilities\)](#)



Session 8: Community warnings

This session introduces DDOs to their responsibilities in issuing accurate, timely and effective community warnings across CFA-led incidents. It explains the legislative and doctrinal foundations for warnings, the Australian Warning System (AWS), and the tools, intelligence sources and collaboration processes that support high-quality public information.

At the completion of this session DDOs will be able to:

- understand legislative and doctrinal requirements for community warnings
- apply the Australian Warning System consistently and appropriately
- select appropriate warning levels and calls to action
- use situational intelligence to support warning decision-making
- work effectively with Information and Warnings Officers to ensure message quality.

The role of the DDO

DDOs play a critical quality assurance and decision-making role in community warnings, particularly during fast-moving or multi-incident scenarios across a district.

Key responsibilities include:

- ensuring warnings are justified, timely and accurate
- applying doctrine, checklists and validated intelligence
- managing warning consistency across multiple simultaneous incidents.

Legislative and doctrinal framework

This session outlines the governance underpinning community warnings, including:

- Emergency Management Act and CFA Act
- State Emergency Management Plan (SEMP)
- Victorian Warning Arrangements
- JSOP 4.01 – Public Information and Warnings
- CFA SOP 9.42 – Requesting and Issuing Community Warnings.

The **WARN** framework is introduced as the core reasoning model:

- **W**hat is happening and where
- **A**ssess the risks
- **R**esponse the community must take
- **N**otify with the appropriate action statement.

Australian Warning System (AWS)

DDOs are introduced to:

- The four warning levels:
 1. Community Information
 2. Advice
 3. Watch and Act
 4. Emergency Warning
- Nationally consistent icons and calls to action
- How hazard type, location, warning level and call to action combine in a CFA warning.

Call to action guidance

The session explains how calls to action are selected and applied in practice, including:

- Advice-level actions (for example prepare, stay informed, avoid the area, return with caution)
- Watch and Act actions (for example prepare to leave, prepare to shelter, monitor changing conditions)
- Emergency warning actions (for example leave now, shelter now, too dangerous to leave)

Key considerations for DDOs before publishing a warning are emphasised.

Tools and intelligence supporting warnings

DDOs are shown how to access and use supporting tools via EM COP, including:

- Action Statement Guides for common CFA incidents
- SitReps and ground observations
- eMap potential impact reports
- RTS and aircraft tracking
- aerial imagery and aircraft photos
- AFDRS fire behaviour guides and Phoenix predictions
- State Control priorities and EMV Public Information and Warnings guidance
- SCC Warnings & Advice Duty Officer (24/7).

Emergency Alert (EA)

Considerations for issuing SMS and voice warnings via Emergency Alert are outlined, including:

- appropriate use cases
- alignment with broader warning strategies
- risks of over-use and warning fatigue.

Working with information and Warnings Officers

This session explains:

- the roles of local and state Information and Warnings Officers
- when and how DDOs should collaborate with them
- the importance of clear inputs from Incident Controllers
- distinguishing between vital and valuable information
- practical tips for drafting, QA, publishing and review workflows.

Key references

- [Emergency Management Act and SEMP](#)
- [The CFA Act](#)
- [Victorian Warning Arrangements](#)
- [JSOP 4.01 - Public Information & Warnings for Class 1 Emergencies](#)
- [CFA SOP 9.42 - Requesting and Issuing Community Warnings](#)
- [Australian Warning System guidance](#)
- [EM COP Community Alerts and IMT Toolbox resources](#)
- [Emergency Alert \(EA\) – SMS & Voice Warning System Guidance](#)



Session 9: Support, supply and security

This session introduces DDOs to their role in supporting field-based control and Incident Control Centre (ICC) operations through the coordinated application of support, supply and security functions. It explains how DDOs enable escalation, sustain operations and maintain district capability during both single and multi-incident scenarios.

At the completion of this session, DDOs will be able to:

- understand the principles of support, supply and security
- enable escalation from initial response to complex or major incidents
- coordinate logistics, welfare and operational support functions
- apply key reference documents and approved processes
- identify common risks and avoid common support and supply pitfalls.

The role of the DDO

DDOs play a pivotal role in reassuring crews, enabling effective control, and sustaining operations by ensuring resources, support and structures are in place as incidents expand or escalate.

Key responsibilities include:

- supporting escalation and control arrangements
- coordinating logistics, welfare and agency support
- maintaining operational tempo, safety and continuity across the district.

Support, supply and security – Overview

This session explains how DDO actions influence service delivery and safety by:

- supporting escalation from small incidents to major events
- enabling machinery, plant, welfare and interagency assistance
- maintaining continuity of operations during prolonged or concurrent incidents.

Coordination and operational support

DDOs may be required to coordinate:

- logistics (toilets, drinking water, fuel, collar tanks, supplementary water)
- transfer of control from field-based control to an ICC
- mapping, intelligence, predictive services and situational awareness
- community warnings in collaboration with local or state Warnings Officers
- welfare arrangements during protracted or high-intensity operations.

Supply and resource activation

DDOs support incidents by:

- supplying machinery, plant, bulk water and specialist resources
- activating strike teams, aviation, bulk water modules, DMOs observers and FIs
- making weight-of-attack decisions and escalating response levels
- coordinating catering, including Signal 27 events and peer support
- managing heavy plant and standby arrangements
- supporting District Command Centre (DCC) operations.

Security and district capability

Security focuses on sustaining capability beyond the immediate incident. DDOs are required to:

- maintain operational reserves across the district
- plan for now, soon and later resourcing
- ensure command depth and leadership continuity
- coordinate effective transfer of control and briefing arrangements
- maintain communication with District Leaders, ACFOs and RACs.

Liaison, resources and communication

Liaison

- FFMVic, FRV, VICSES Duty Officers
- MEMOs (council resources) and MERCs (Victoria Police)

Resources

- Strike Team activation pathways
- District IMT and command resource lists
- Fire investigation activation considerations

Communication

- District default communications plans
- Fireground and RMR structures
- Access to district communications equipment.

Key reference documents

DDOs must be familiar with:

- SOP 9.34 – Machinery at Fires and Incidents
- JSOP 3.15 – Transfer of Control
- District Escalation Plans
- heavy plant and bulk water guidance
- catering and welfare plans
- transfer of control arrangements.

Common pitfalls

This session highlights common risks, including:

- delayed escalation or resourcing
- failure to engage support agencies
- use of unapproved contractors
- loss of operational reserves
- poor documentation
- inadequate communication during transfer of control.

Resource Management

DDOs are required to have a comprehensive understanding of resource management systems and processes. To support increased awareness and understanding of these systems and processes, DDOs are to complete the Induction to Resource Management course on the CFA LMS (CFAPTOIND – Introduction to Resources Induction).

Key references

- [CFA SOP 9.34 – Machinery at Fires and Incidents](#)
- [JSOP 3.15 – Transfer of Control](#)
- [District Escalation Plan \(Local District SharePoint\)](#)
- [Heavy plant, bulk water, and logistics guidance](#)
- [Welfare and Peer Support resources \(Signal 27\)](#)
- [IMT availability tool](#)
- [Partner agency and municipal coordination contacts \(Local District SharePoint\)](#)
- [EM COP – Mapping, Intelligence and Predictive Services Toolbox](#)
- [AFDRS Fire Behaviour and Prediction Resources](#)
- [Weather and Predictive Services Links \(BoM/EM COP Layers\)](#)
- [Transfer of control principles](#)
- [CFAPTOIND – Introduction to Resources Induction](#)



Session 10: Managing District Command Centres

This session introduces DDOs to their responsibilities in coordinating, supporting and maintaining District Command Centres (DCCs) during incidents and elevated readiness periods. It explains the systems, tools and procedures that underpin DCC readiness, communications management, IMT establishment, business continuity and district-level situational awareness. At the completion of this session, DDOs will be able to:

- understand the role and purpose of District Command Centres
- ensure DCCs are appropriately staffed and operationally ready
- maintain effective district and multiagency communications
- support IMT establishment within Incident Control Centres (ICCs)
- apply Business Continuity Plans during disruption or escalation.

The role of the DDO

DDOs play a critical role in ensuring DCCs function smoothly and reliably, providing coordination, information flow and operational support across all phases of emergency management. Key responsibilities include:

- confirming DCC staffing and support to meet the operational roles at both district and state level.
- maintaining interoperable communications arrangements
- supporting IMT establishment and readiness
- preserving continuity of district operations
- supporting interstate deployments.

DCC support

This session highlights why DCC support is essential and explains how DDOs:

- have awareness of DCC support role rosters
- verify attendance during escalations and high-activity periods
- ensure continuity of situational awareness, information flow and support functions.

District rosters and workforce planning

A walkthrough of district rosters explains:

- weekly and multi-day staffing arrangements
- work patterns
- identifying points of contact for each rostered period
- implications for coverage during protracted or concurrent incidents.

District communications planning

The session outlines how district and Default Incident Communications Plans support:

- consistent, interoperable radio communications
- alignment between Incident Controller needs and fireground operations
- early incident communications when incident-specific plans are not yet established.

An example Default Incident Communications Plan demonstrates table-based and map-based channel allocations.

Multiagency communications

DDOs are shown how they contribute to establishing and maintaining:

- Simplex and RMR Network channels
- CFA, FFMVic and partner agency interoperability
- communications arrangements that scale with operational complexity.

IMT establishment and ICC support

Guidance is provided on:

- ICC activation triggers
- using Local Mutual Aid Plans (LMAPs) to source IMT personnel
- locating hard-copy LMAP's in ICCs and DCCs
- accessing LMAPs via EM COP
- using the IMT Availability Tool to identify, allocate and manage personnel.

Catastrophic Day preparedness

The session introduces Catastrophic Fire Danger Rating checklists, including:

- pre-day readiness actions
- day-of operational checks
- post-day review and follow-up activities.

These support heightened preparedness and district-wide coordination.

Business Continuity Planning (BCP)

DDOs are introduced to DCC Business Continuity Plans, covering:

- location of BCPs (hard copy and digital via EM COP)
- triggers for relocation or evacuation of a DCC
- identification of approved alternate control locations.

Key references

- [District Command Centre Business Continuity Plans](#)
- [District Duty Rosters and Admin Support Rosters](#)
- [District and Default Incident Communications Plans](#)
- [Local Mutual Aid Plans \(LMAPs\)](#)
- [IMT Availability Tool](#)
- [Catastrophic Day preparedness resources](#)
- [Multi-agency communications guidance](#)



Session 11: Fire behaviour and intelligence

This session provides DDOs with a practical introduction to fire behaviour and intelligence tools used to support operational readiness, planned burning approvals and district-wide situational awareness. It demonstrates how weather, fire behaviour and intelligence products accessed through EM COP and associated platforms inform decisions before and during operations.

At the completion of this session, DDOs will be able to:

- understand key fire behaviour concepts and limitations
- interpret Fire Behaviour Index (FBI) and Fire Danger Rating products
- access and apply weather and intelligence tools via EM COP and Tarnook
- use prediction and risk tools to inform resourcing and warnings
- support planned burning and operational decision-making with validated intelligence.

The role of the DDO

DDOs use fire behaviour and intelligence products to assess risk, guide readiness settings, support planned burn decisions and maintain situational awareness across the district.

Key responsibilities include:

- interpreting intelligence to inform readiness and escalation
- supporting safe planned burning approvals
- using predictions and observations to guide resourcing, tactics and warnings
- communicating critical weather information, including red flag warnings and wind change timings.

Fire behaviour foundations

This session introduces the core concepts underpinning fire behaviour assessment, including:

- Fire Behaviour Index (FBI) and vegetation-specific fire spread products
- use of 90th percentile forecasting across grid cells to identify extreme conditions
- Australian Fire Danger Rating System (AFDRS) metrics, such as:
 - Rate of spread
 - Fireline intensity
 - Flame height
 - Spotting distance
- limitations of models (for example slope and atmospheric stability assumptions)
- interpretation of timing and duration of peak fire behaviour
- monitoring tools for temperature, wind, lightning and observed conditions.

Weather and intelligence via EM COP

DDOs are shown how to access key intelligence products, including:

- SCC Fire Weather and Heat Intelligence Briefings (twice daily)
- District readiness settings linked to readiness matrices
- daily estimates of bushfire danger
- forecast and observed weather products supporting district awareness.

Detailed weather access (Tarnook and EM COP)

The session demonstrates how DDOs access:

- Weather station data for fuel modelling and drought factors
- Wind and observation layers via eMap
- Incident weather forecasts via FireWeb (through EM COP).

These tools support fire behaviour assessment and operational planning.

Foresight, FMS and prediction tools

DDOs are introduced to tools supporting prediction and planned burning, including:

- Foresight Bushfire Risk to model potential fire spread and behaviour
- Use of predicted rate of spread, direction and hourly line intervals
- Fuel type-specific fire behaviour information via eMap
- Fuel Management System (FMS) for planned burn status and approvals
- Incorporating field observations and forecast weather into decisions.

Bushfire Analytics and Trends (BAT)

The session introduces the BAT Dashboard, providing:

- Historical, current, and forecast fire and weather data
- State, regional and district-level views
- Weekly, fortnightly and monthly outlook products
- Emerging trend and variability tools
- Integration with Bureau of Meteorology outlooks.

Key references

- [District Readiness Matrix and Fire Danger products](#)
- [SCC Fire Weather and Heat Intelligence Briefings](#)
- [Tarnook — Weather Observations & Fire Weather Bulletin](#)
- [FireWeb \(via EM-COP\)](#)
- [Fire Weather Districts \(EM-COP/Bureau of Meteorology\)](#)
- [Foresight Bushfire and Fuel Management System](#)
- [eMap fire behaviour and prediction tools](#)
- [Bushfire Analytics and Trends \(BAT\) Dashboard](#)



