



Australian Government

Department of Education, Employment and Workplace Relations

BSBOHS606B Develop and implement crisis management processes

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to develop and implement the planning and management to prevent or mitigate the occupational health and safety (OHS) outcomes of a crisis. The focus is on the development of a number of management processes including emergency assessments, plans and preparation, analysis, monitoring, training and post incident support.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>This unit addresses knowledge, processes and techniques necessary for developing and implementing crisis planning where a 'crisis' is defined as an event with a potentially high consequence outcome in terms of personal injury or damage.</p> <p>Emergency preparedness and management is an important part of crisis management in that it addresses the elements of technical and tactical response. Crisis management involves a number of steps including threat analysis, crisis planning and crisis containment.</p> <p>Useful underpinning knowledge and skills for the OHS practitioner that support this unit are available from BSBOHS404B Contribute to the implementation of strategies to control OHS risk, BSBOHS405B Contribute to the implementation of emergency procedures, and BSBOHS504B Apply principles of OHS risk management.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify sources of risk	1.1. Establish the <i>organisational context</i> for <i>crisis</i> management 1.2. Investigate the <i>environment</i> to identify <i>sources of risk, elements at risk</i> and <i>vulnerability</i> 1.3. Identify and consult relevant key personnel, appropriate <i>specialist advisors</i> and <i>emergency response agencies</i> in identifying sources of risk 1.4. Develop an <i>emergency sources of risk register</i>
2. Analyse and evaluate sources of risk	2.1. Access <i>sources of information and data</i> on risk and vulnerability within the context of existing control measures to <i>characterise</i> the risk 2.2. Identify and consult appropriate specialist advisors and agencies in analysing and evaluating sources of risk 2.3. Evaluate and prioritise risks for action
3. Advise on requirements for crisis management	3.1. Develop and document <i>crisis management plan</i> 3.2. Identify and document equipment needs 3.3. Identify and document emergency communication requirements and processes for internal and external <i>stakeholders</i> and <i>resources</i> 3.4. Identify and document liaison and communication processes with emergency response agencies and other external stakeholders 3.5. Identify and document training needs
4. Monitor and report on the effectiveness of crisis management	4.1. Regularly <i>audit and review</i> crisis management and develop and implement actions 4.2. Routinely check emergency response equipment for currency and functionality 4.3. Report to management on a regular basis, status of crisis management, including emergency response processes
5. Participate in the emergency control organisation	5.1. Structure the <i>emergency control organisation</i> so it acts to minimise consequences 5.2. Ensure understanding of and implement own role in, the emergency control organisation during an emergency 5.3. Undertake appropriate liaison with internal personnel and external agencies
6. Advise and support	6.1. Ensure recovery phase procedures focus on

ELEMENT	PERFORMANCE CRITERIA
key personnel in the post response/recovery phase to minimise consequences	minimising consequences to the people involved, the environment and the organisation 6.2. Identify and access <i>external support and resource services</i> as appropriate to assist recovery phase 6.3. Conduct debriefing, involving key personnel and external agencies as appropriate 6.4. Identify debriefing process areas requiring further attention 6.5. Disseminate appropriate <i>reports</i> internally and to relevant external agencies

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- analytical skills to:
 - identify areas for improvement with OHS incidents
 - analyse relevant workplace information and data, and to make observations of workplace tasks and interactions between people, their activities, equipment, environment and systems
 - contribute to the assessment of resources needed to systematically manage OHS and, where appropriate, access resources
- numeracy skills to evaluate a range of information and data formats including graphs, maps, matrices, technical reports
- research skills to:
 - access relevant OHS information and data to interpret information and data to identify areas for improvement
 - use information and data gathering techniques such as brainstorming, polling, interviewing
- communication skills to:
 - conduct effective formal and informal meetings and to communicate effectively with personnel at all levels of the organisation, OHS specialists and, as required, emergency service personnel

Required knowledge

- write policies, procedures and plans
- use language and literacy skills appropriate to the workgroup and the task
- issue instructions in an authoritative manner during unusual circumstances
- consultation and negotiation skills to develop plans, and to implement and monitor designated actions
- project management skills to achieve continuous improvement and change
- organisational skills to manage own tasks within a timeframe
- information technology skills to access and enter internal and external information and data on OHS and to use a range of media.

Evidence Guide

EVIDENCE GUIDE	
<p>The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.</p>	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • development and implementation of crisis management processes, either in an actual workplace or simulation exercise • products developed for implementing crisis management plans • how these products were developed and use of these products • knowledge of emergency-specific requirements under relevant legislation, codes of practice and standards including hazardous substances, dangerous goods and environment protection.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to scenario resources • access to regular training and planning emergency rehearsals • access to office equipment and resources • access to workplace documentation.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • analysis of responses to case studies and scenarios • direct questioning combined with review of portfolios of evidence and third party reports of on-the-job performance by the candidate • demonstration of techniques used develop and implement crisis management processes • observation of performance in role plays • observation of presentations • oral or written questioning to assess knowledge of principles of effective liaison with emergency services personnel including ensuring that there is no interference or hindrance to their action • review of authenticated documents from the

EVIDENCE GUIDE	
	<p>workplace or training environment</p> <ul style="list-style-type: none"> • evaluation and prioritisation of risks for action • review of crisis management plan • assessment of emergency sources of risk register.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> • BSBOHS404B Contribute to the implementation of strategies to control OHS risk • BSBOHS405B Contribute to the implementation of emergency procedures • BSBOHS504B Apply principles of OHS risk management • other OHS units.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<p><i>Organisational context</i> may include:</p>	<ul style="list-style-type: none"> • arrangements or industry/community partnerships • hazards to which the organisation is exposed • legislation under which the organisation operates • operating environment which may be influenced by political, industrial or other internal or external factors
<p><i>Crisis</i> may include:</p>	<ul style="list-style-type: none"> • emergencies requiring evacuation • explosion and bomb scares • external emergencies such as flood, storm and traffic accident impacting on organisation • fires and explosions • hazardous substance spills • internal emergencies such as loss of power or water supply • security emergencies such as armed robberies, intruders and disturbed persons • serious injury events
<p><i>Environment</i> may include:</p>	<ul style="list-style-type: none"> • conditions or influences that are part of, surround or interact with, the organisation such as: <ul style="list-style-type: none"> • built environment (buildings and other assets) • physical environment (natural environment including topography, water bodies and vegetation) • social environment (including people interactions, internal and external politics, economic and culture)
<p><i>Sources of risk</i> may include:</p>	<ul style="list-style-type: none"> • biological hazards • civil/political hazards including civil/political unrest, terrorism, sabotage and hostage • management activities and controls including

RANGE STATEMENT	
	<p>deficiencies in areas of non compliance with internal management systems, legislation, and agreements/contracts</p> <ul style="list-style-type: none"> • natural hazards and/or disasters • technological hazards (failure of technology)
<i>Elements at risk</i> may include:	<ul style="list-style-type: none"> • assets • commercial reputation and goodwill • environment • people • quality of life
<i>Vulnerability</i> may include:	<ul style="list-style-type: none"> • degree of susceptibility and resilience of the organisation and the environment to the risk, which is influenced by the characteristics of the organisation in terms of its capacity to anticipate, cope with and recover from the crisis
<i>Specialist advisors</i> may include:	<ul style="list-style-type: none"> • specialists in emergency management, evacuation, fire, security and safety who use advanced techniques such as: <ul style="list-style-type: none"> • Hazard and Operability Studies (HazOps) • Management Oversight and Risk Tree (MORT) • computer modelling • scenario analysis
<i>Emergency response agencies</i> may include:	<ul style="list-style-type: none"> • fire • police • ambulance • State Emergency Services (SES) • government departments • OHS authorities
<i>Emergency sources of risk register</i> may include:	<ul style="list-style-type: none"> • comprehensive list of events or conditions to be evaluated, their location, together with a range of possible scenarios or circumstances under which a crisis may occur • crisis risk management documentation such as risk assessments
<i>Sources of information and data</i> may include:	<ul style="list-style-type: none"> • enforcement notices and actions • inspection and incident records • international and national standards, codes of practice and guidelines • material safety data sheets (MSDSs)

RANGE STATEMENT	
	<ul style="list-style-type: none"> • organisational records and files • research literature • specialist advisors
<i>Characteristics</i> of the risk may include:	<ul style="list-style-type: none"> • significant features of the sources of risk such as: <ul style="list-style-type: none"> • area affected • duration • impact, taking account of the coping capacity of the organisation • intensity • likelihood • perceptions of severity • speed of onset
<i>Crisis management plan</i> may include:	<ul style="list-style-type: none"> • crisis risk management documentation, such as: <ul style="list-style-type: none"> • communications strategies • identification of issues • risk assessments/evaluations • risk management team lists • risk registers • treatment strategies • vulnerability profiles • initial response instructions for various roles/areas • policy, emergency response structure • program review and monitoring processes • resource inventory for response and recovery • responsibility and authority of individual roles • training requirements • warning systems
<i>Stakeholders</i> may include:	<ul style="list-style-type: none"> • external stakeholders such as local community (directly or via the media), representatives of special interest groups, insurance agencies, OHS regulators, local government and other relevant statutory bodies • internal stakeholders such as the board of management, managers, employees (and their families), contractors, visitors and others on site
<i>Resources</i> may include:	<ul style="list-style-type: none"> • community support agencies • personnel and equipment

RANGE STATEMENT	
<i>Audit and review</i> may include:	<ul style="list-style-type: none"> • evaluation of ongoing relevance of emergency and crisis plans considering likelihood and consequences of risks • analysis of the organisation to respond considering factors such as: <ul style="list-style-type: none"> • available resources • effectiveness of training, knowledge and skills of key personnel
<i>Emergency control organisation</i> may include:	<ul style="list-style-type: none"> • structured group within the organisation that includes roles such as emergency controller, communications recorder, media liaison and employee support personnel
<i>External support and resource services</i> may include:	<ul style="list-style-type: none"> • agencies such as Red Cross, government health departments, State Emergency Service and local government • community liaison and reference groups • counselling services • employer associations • local, non-official sources • unions
<i>Reports</i> may include:	<ul style="list-style-type: none"> • assumptions • decisions and recommendations for action • evaluation of preparedness • information sources • objectives • previous reports, records and registers • responsibility and resources

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Regulation, Licensing and Risk - Occupational Health and Safety
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Co-requisite units

Co-requisite units		