



Australian Government

Department of Education, Employment and Workplace Relations

PSPBORD407A Command operational groups

Release 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers the skills and knowledge required to command operational groups within a compliance/law enforcement *operational environment* (refer to Range Statement for definition). It includes preparing and planning for the group's role in the operation, communicating the plan to group members, and conducting operations and post operation processes.

In practice, commanding operational groups overlaps with other generalist and specialist public sector work activities such as acting ethically, complying with legislation, applying government processes, using resources, developing work plans, gathering information, etc. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Prepare and plan for the group's role in the operation	<p>1.1 <i>Tasks</i> relevant to the group are clarified with the operation commander.</p> <p>1.2 <i>Warning order</i> is issued to group members in accordance with organisational procedures.</p> <p>1.3 All relevant information is gathered including that gained from a <i>planned reconnaissance</i>, when required.</p> <p>1.4 The operation is <i>planned</i> using <i>operational command principles</i> and the <i>appreciation process</i>.</p> <p>1.5 Plan is confirmed and endorsed by the operation commander.</p>
2. Communicate the plan to group members	<p>2.1 <i>Written orders</i> are produced in the operational command format.</p> <p>2.2 <i>Oral orders</i> are issued to group members in accordance with standing operating procedures.</p>
3. Conduct operations	<p>3.1 Resources are deployed in the area of operations according to the plan.</p> <p>3.2 The group is maintained under <i>command</i> and <i>control</i> for the duration of the operation.</p> <p>3.3 Situation and resources are monitored to ensure attainment of the <i>mission</i>.</p> <p>3.4 Situational and resource changes are responded to by <i>redeploying resources</i> to achieve the group mission.</p>
4. Conduct post operation processes	<p>4.1 The <i>group debrief</i> is conducted in accordance with standing operating procedures.</p> <p>4.2 Contributions are made to the <i>operational debrief</i> in accordance with standing operating procedures.</p> <p>4.3 Contributions are made to the <i>post operation report</i> by providing relevant information on group activities.</p>

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- applying leadership and command in the context of leading operational groups
- determining a response to a range of circumstances
- justifying chosen response to any given situation against legislation, guidelines, policies and regulations
- applying procedures relevant to the tasks undertaken at the group level, such as patrol, search, seizure, apprehension, surveillance etc
- conducting research in the context of leading operational groups
- using effective communication, consultation and liaison with a range of people from diverse backgrounds
- responding to diversity, including gender and disability
- applying negotiation and conflict resolution methods
- responding to feedback
- reading and interpreting legislation, regulations and guidelines
- undertaking analysis and decision making using sound judgment
- applying occupational health and safety and environment policies and guidelines in the context of commanding an operation

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- enabling and allied legislation
- knowledge of the full range of regulatory powers enforceable by officers
- operational command policy, methodology and principles
- regulations, policy, procedures, guidelines, protocols and standing operating procedures
- workplace and industry environment
- workplace technology and equipment (Ionscan, X-ray)
- occupational health and safety and environment policies and guidelines
- risk assessment techniques
- communication systems relevant to the workplace including communications network and radio protocols
- organisational and jurisdictional values/ethics and codes of conduct
- confidentiality, privacy and security issues
- equity and diversity principles
- reporting requirements

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC401A Uphold and support the values and principles of public service
 - PSPGOV402B Deliver and monitor service to clients
 - PSPGOV403B Use resources to achieve work unit goals
 - PSPGOV422A Apply government processes
 - PSPLEGN401A Encourage compliance with legislation in the public sector
 - PSPOHS401B Implement workplace safety procedures and programs
 - PSPREG404C Investigate non-compliance
 - PSPREG405B Act on non-compliance
 - PSPREG406C Make arrests
 - PSPREG408C Conduct search and seizure

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- commanding an operational group in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, regulations, policies, standing operating procedures and protocols relating to commanding operational groups
- case studies and workplace scenarios to capture the range of situations likely to be encountered when commanding operational groups

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be

encountered when commanding operational groups, including coping with difficulties, irregularities and breakdowns in routine

- commanding an operational group in a range of (2 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- demonstration
- observation
- portfolios
- questioning
- scenarios
- simulation or role plays
- authenticated evidence from the workplace and/or training courses, such as written orders, plans, post operation reports

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

<p>The <i>operational environment</i> :</p>	<ul style="list-style-type: none"> • occurs when a need is identified to manage a specific situation or piece of intelligence to achieve a short-term defined objective with a structure different to the day-to-day structure • is an amalgam of six factors: <ul style="list-style-type: none"> • geographical location • transport mode • transaction (can sometimes be the transport mode, for example, small craft) • hours of operation • the human element, the officers; suspects; and persons who work, reside or visit in the environment • the situation or intelligence • is different to the day-to-day environment because of amongst other things: <ul style="list-style-type: none"> • fluid circumstances • different sense of urgency • different or extended hours of operation • increased need for coordination of resources • more scope for initiative • scope for individual action • joint agency activity
<p><i>Tasks</i> include:</p>	<ul style="list-style-type: none"> • all probable activities included in a warning order from the operation commander • all activities required to be considered as part of the appreciation process • all activities that need to be included in a warning order to group members
<p><i>Warning orders</i> are issued to group members and must contain the following information:</p>	<ul style="list-style-type: none"> • an outline of the situation • probable tasks • earliest movement times or degree of notice to move • time and place for orders group • any special administrative arrangements
<p><i>Planned reconnaissance</i> can be conducted by the</p>	<ul style="list-style-type: none"> • long-range from outside the area of operations • short-range from within the area of operations

following methods:	<ul style="list-style-type: none">• land, by foot• land, by vehicle• marine• aerial• a combination of the above
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<p>A <i>planned</i> reconnaissance requires consideration of:</p>	<ul style="list-style-type: none"> • all available information about the situation • what has to be looked for • where the area of operation can be seen from • the amount of time available • the need for security
<p><i>Principles of operational command</i> include:</p>	<ul style="list-style-type: none"> • principles of organisation: <ul style="list-style-type: none"> • unity of command • departmentalisation • span of control • scalar principle • delegation • principles of operations: <ul style="list-style-type: none"> • maintenance of the mission • maintenance of morale • assertive action • security • economy of effort • flexibility • cooperation • surprise • administration • principles of planning: <ul style="list-style-type: none"> • selection and maintenance of the aim • simplicity • cooperation • economy • flexibility • foresight • security
<p>The <i>appreciation process</i> includes:</p>	<ul style="list-style-type: none"> • an analysis of the situation • determining the aim of the situation • identifying information relevant to the aim • examining and evaluating all significant factors in the situation • constructing a deductive argument • identifying and analysing possible courses of action • selecting the best course of action based on this analysis • producing a workable plan
<p>The plan must demonstrate consideration</p>	<ul style="list-style-type: none"> • agency, operational, environmental and legal limits • the creation of an appropriate security environment • human resource competency and availability

of:	<ul style="list-style-type: none">• morale maintenance• the physical limits of resources• effective use of financial resources• the appropriate use of attachments and other agency resources• the establishment of an effective operational communication network• reporting procedures to senior officers for routine and significant outcomes• appropriate interaction with the media• joint agency requirements and operations
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Written orders in the operational command format means that	<ul style="list-style-type: none"> • orders are based on the outline plan from the appreciation process • format used is: <ul style="list-style-type: none"> • situation • mission • execution • administration and logistics • command and signal
Oral orders are:	<ul style="list-style-type: none"> • prepared and delivered in accordance with operational command guidelines • confirmed with each of the group members
Deployment of resources involves but is not limited to the following:	<ul style="list-style-type: none"> • establishing communication networks • establishing a headquarters or command post • establishing an information and intelligence network • establishing an appropriate security environment • creating an environment for the enhancement of the morale for the group members
Area of operations is defined as:	<ul style="list-style-type: none"> • the geographical or physical area of authority of the commander as prescribed by the operation commander
Command is defined as:	<ul style="list-style-type: none"> • the authority vested in an individual for the direction, coordination and control of resources
Control is defined as:	<ul style="list-style-type: none"> • the means by which a commander exercises command, with clear and concise orders through: <ul style="list-style-type: none"> • staff in a headquarters or command post • a reliable communication system • well-trying standing operating procedures
Mission is defined as:	<ul style="list-style-type: none"> • a statement made in two parts: <ul style="list-style-type: none"> • a task derived from the argument made during the appreciation • a purpose statement taken from the higher commander's intent or purpose
Redeploying resources will require:	<ul style="list-style-type: none"> • assessment of the changes and consideration of the relevant factors • making an informed decision • adjusting the plan • adjusting orders • re-allocating resources as required • re-issuing orders as required
A group debrief should:	<ul style="list-style-type: none"> • be conducted at the appropriate time with all available members of the group

	<ul style="list-style-type: none"> • cover positive aspects of the operation • elicit constructive criticism of relevant aspects of the operation • gather suggestions or recommendations for inclusion in the post operation report and operational debrief
The <i>operational debrief</i> should involve:	<ul style="list-style-type: none"> • all levels of command plus identified key stakeholders • an analysis of all operational and administrative aspects of the concluded operational activity
A <i>post operation report</i> contains the following key parts:	<ul style="list-style-type: none"> • a precis of the operational situation • the mission restated from the operation order • a summarised account of the operation • comments and conclusions • recommendations

Unit Sector(s)

Not applicable.

Competency field

Border Protection.