



Australian Government

Department of Education, Employment and Workplace Relations

PSPBORD601A Manage operations

Revision Number: 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 lead, manage and command operations within a compliance/law enforcement *operational environment* (refer to Range Statement for definition). It includes identifying the need for an operation, preparing and planning for the operation chief's role in the operation, communicating the concept of the operation to operation commanders, conducting operations and contributing to post operation processes. In practice, managing operations overlaps with other generalist and specialist public sector work activities such as managing compliance with legislation, managing diversity, managing risk, directing project activities, managing resources, 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. Identify the need for an operation	1.1 The nature of the problem is identified. 1.2 All known and relevant information is gathered. 1.3 Risks are analysed against regional risk treatment plans and work area plans. 1.4 The risk is prioritised. 1.5 A broad commitment to the allocation of resources is made in accordance with organisational procedures.
2. Prepare and plan for the operation chief's role in the operation	2.1 <i>Tasks</i> relevant to the operation are identified and clarified with <i>stakeholders</i> . 2.2 <i>Warning order</i> is issued to operation commander/s in accordance with organisational procedures. 2.3 All relevant information is gathered including that gained from a <i>planned reconnaissance</i> , when required. 2.4 The operation is planned using operational command principles and the appreciation process. 2.5 <i>Concept</i> is agreed to and, where appropriate, endorsed by stakeholders.
3. Communicate the concept of operation to operation commander/s	3.1 Written concept is produced in the operational command format. 3.2 <i>Advice and guidance</i> is provided to the operation commander/s in accordance with standing operating procedures.
4. Conduct operations	4.1 Resources are provided for the area of operations according to the concept. 4.2 The operation is maintained under <i>command</i> and <i>control</i> for the duration of the operation. 4.3 Situation and resources are monitored to ensure attainment of the <i>mission</i> . 4.4 Situational and resource changes are responded to by <i>redeploying resources</i> to achieve the operation's <i>intent</i> .
5. Contribute to post operation processes	5.1 Contributions are made to the <i>operational debrief</i> in accordance with standing operating procedures. 5.2 Recommendations are raised in the appropriate forum for discussion regarding implementation. 5.3 Recommendations are distributed to appropriate areas in the regions and central office.

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 commanding an operation
- determining a response to a range of circumstances
- justifying chosen response to any given situation against legislation, guidelines, policies and regulations
- conducting research in the context of leading operational forces
- 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
- dealing with the media
- 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 managing operations

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
- treatment options relevant to the tasks undertaken, such as patrol, search, seizure, apprehension, surveillance etc
- workplace and industry environment
- workplace technology and equipment (Ionscan, X-ray)
- inter-agency agreements, memoranda of understanding and relationships
- 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:
 - PSPETHC601B Maintain and enhance confidence in public service
 - PSPGOV606A Prepare high-level/sensitive written materials
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPMNGT602B Manage resources
 - PSPMNGT605B Manage diversity
 - PSPMNGT608B Manage risk
 - PSPPPM601B Direct complex project activities
 - PSPPOL603A Manage policy implementation
 - PSPREG601B Manage regulatory compliance

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)
- managing operations 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 managing operations
- case studies and workplace scenarios to capture the range of situations likely to be encountered when managing operations in a range of (2 or more) contexts (or occasions, over time)

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 managing operations, including coping with difficulties, irregularities and breakdowns in routine

- managing operations 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:

- demonstration
- observation
- questioning
- scenarios
- simulation or role plays
- authenticated evidence from the workplace training courses

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>Identifying the nature</i> of the problem includes:</p>	<ul style="list-style-type: none"> • assessing the quality of the intelligence • considering competing priorities • determining the availability of resources (assets, officers, equipment) • assessing the likelihood of success • determining other law enforcement agency involvement • considering who will command the operation • considering any special administrative arrangements • considering any requirements or limitations to the operation • deciding what one wants to achieve by conducting the operation (intent)
<p><i>Tasks</i> may include:</p>	<ul style="list-style-type: none"> • all probable activities included in a warning order from an operation chief

	<ul style="list-style-type: none">• all activities required to be considered as part of the appreciation process• all activities that need to be included in a warning order to operation commanders
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<p>Stakeholders may include:</p>	<ul style="list-style-type: none"> • Minister/s • regional executive • regional management • central office divisional or branch executive • central office executive • corporate communications • intelligence • other agency representatives (including liaison officers, managers, executive) • operation commander/s
<p>Warning orders are issued to operation commanders 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>Planned reconnaissance can be conducted by the following methods:</p>	<ul style="list-style-type: none"> • long-range from outside the area of operations • short-range from within the area of operations • land, by foot • land, by vehicle • marine • aerial • a combination of the above
<p>A planned 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>Principles of operational command 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 • exception principle • delegation • principles of operations: <ul style="list-style-type: none"> • maintenance of the mission • maintenance of morale • assertive action • security • economy of effort

	<ul style="list-style-type: none">• 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
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<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 <i>concept</i> must demonstrate consideration of:</p>	<ul style="list-style-type: none"> • the intent of the operation • agency, operational, environmental and legal limits • the creation of an appropriate security environment • human resource competency and availability • morale maintenance • the physical limits of resources • effective and efficient use of financial and other resources • the appropriate use of attachments and other agency resources • reporting procedures to senior officers for routine and significant outcomes • appropriate interaction with the media • links to branch/divisional/corporate objectives • links to work area and risk treatment plans
<p>Written <i>concept</i> in the operational command format means:</p>	<ul style="list-style-type: none"> • that it is based on the operation chief's appreciation, and the format used is: <ul style="list-style-type: none"> • outline of situation • operation chief's intent • operation chief's requirements • resource details • coordinating instructions • special administrative arrangements
<p><i>Advice and guidance</i> may include:</p>	<ul style="list-style-type: none"> • clarification of operation chief's requirements • resource issues, requirements and availability • clarification of intelligence, issues, facts or inferences • other agency issues, requirements and availability • joint agency agreement requirements
<p><i>Provision of resources</i> involves but is not limited to the following:</p>	<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 enhancement of the morale for the force members
<p><i>Area of operations</i> is</p>	<ul style="list-style-type: none"> • the geographical or physical area of authority of the

defined as:	commander/s as prescribed by the operation chief
Mission is defined as:	<ul style="list-style-type: none"> • a statement made in two parts: • a task derived from the argument made during the appreciation • a purpose statement taken from the higher commander's intent or purpose
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-tried standing operating procedures
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
The operation chief's intent is:	<ul style="list-style-type: none"> • also known as the intent of the operation • defined as: <ul style="list-style-type: none"> • the desired outcome of the operation expressed in terms of the end state of the offenders and/or goods
The operational debrief should involve:	<ul style="list-style-type: none"> • all levels of command plus identified key stakeholders

Unit Sector(s)

Not applicable.

Competency field

Border Protection.