Australian Government

Department of Education, Employment and Workplace Relations

PUAEMR015A Establish and manage a recovery centre

Revision Number: 2

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

PUAEMR015A Establish and manage a recovery centre

Modification History

PUAEMR015A Release 2:   Layout adjusted. No changes to content.
PUAEMR015A Release 1:   Primary release.

Unit Descriptor

This unit covers the outcomes required to set up and daily operate a 'one stop shop' or recovery centre; to provide comprehensive recovery services (excluding shelter); and to eventually close the centre. The mix of recovery/outreach services provided may change throughout the life of the centre to reflect a changing emphasis from short term relief to long term recovery.
No licencing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit applies to people with the responsibility for the management of a recovery centre. This may involve management of centre infrastructure; promotion of the centre; management of paid and volunteer staff in a stressful environment; administration, information and financial management; and the coordination of service providers.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency.	Performance Criteria describe the required performance needed to demonstrate achievement of the element. Where **_bold italicised_** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Establish the facility	1.1 Emergency *recovery plans and arrangements*, manuals and contact lists are located and implemented.
	1.2 Facility's useability and convenience are assessed given the likely scale of the emergency and impacts.
	1.3 Centre's *initial resource needs* are assessed and suppliers are selected.
	1.4 Relevant financial regulations, administrative procedures and delegations are clarified and applied.
	1.5 Utilities and communications are connected and equipment/materials are acquired in accordance with relevant procedures.
	1.6 Links with existing and emerging *stakeholders* are established to determine their involvement in the centre.
	1.8 Regular communication with the recovery committee/recovery manager is established.
	1.9 *Layout of the centre* is designed/organised to optimise efficiency, privacy, security and OH&S.
2. Manage human resources sustainably	2.1 Capacity/capability of available *personnel* is assessed and appropriate roles and responsibilities are assigned.
	2.2 Regular operational *briefings* are provided to update staff.
	2.3 A process for the screening, induction and integration of new staff is established.
	2.4 Strategies to ensure well being of all staff are implemented.
	2.5 Staffing contingency plans and rosters are adjusted to suit changing needs and circumstances.
3. Manage physical resources	3.1 An accurate assets register is established and maintained.
	3.2 Regular facility maintenance is organised.
	3.3 Accurate records of consumables and equipment use are maintained.
	3.4 Expenditure is tracked and administered in accordance with relevant financial regulations and procedures.
	3.5 Risks are re assessed regularly and contingency plans are developed for expansion and back up resources.
4. Coordinate information flow and recovery	4.1 Stakeholders are identified and a communication and consultation plan is developed, using a range of

ELEMENT	PERFORMANCE CRITERIA
services	*communication options*.
	4.2 Community is provided with accurate, current and timely *service information.*
	4.3 Client satisfaction is monitored to ensure that enquiries are handled sensitively and efficiently.
	4.4 Accurate client files are maintained using an integrated electronic database.
	4.5 Key decisions, rationale for decisions and service activity levels are recorded to enable effective reporting and evaluation.
	4.6 Information is reported to stakeholders in accordance with established *organisational procedures*.
	4.7 A strategy for the management of media and VIP visits is developed and implemented
5. Manage facility closure and transition to mainstream services	5.1 Transition arrangements are negotiated and publicised to ensure continuity of services.
	5.2 Public confidence in the capacity of mainstream services to meet ongoing recovery needs is promoted.
	5.3 Completeness of all *files and information records* is checked and rectified as necessary.
	5.4 Arrangements are made for the transport and secure storage of all files and information records.
	5.5 *Statistical and financial summaries* of recovery services delivered are prepared.
	5.6 An audit of equipment and materials is undertaken against the assets register, damage/loss reported and resources released/returned to providers.
	5.7 Facility is restored before returning it to its owners.
	5.8 An operational debrief is held with centre personnel to evaluate the effectiveness of the centre's operation and service delivery, and to identify any ongoing service needs.
	5.9 Arrangements are made to ensure the smooth transition of staff to normal duties.
	5.10 All audit and reporting requirements are completed to inform future recovery planning and models of service delivery.

Required Skills and Knowledge

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

Required Skills

- data collection, analysis, synthesis skills
- high level interpersonal skills (diplomacy, tact, negotiation, conflict resolution)
- high level organisation and project management skills (prioritising, resource assessments and allocations, use of relevant equipment)
- liaison with other agencies, service providers, coordinators and controllers
- observation skills, sensitivity to recognising stress behaviours and recovery needs
- team leadership
- written communication skills (preparation of reports, information briefs to suit a range of audiences)
- working with competing/conflicting priorities and possible shortage of resources
- project management

Required Knowledge

- principles of recovery management outlined in Australian Emergency Management Handbook 2, *Recovery*
- media management techniques and sources of organisational media expertise
- characteristics of common emergency events together with related impacts, recovery needs and issues
- communication strategies for promoting the centre's recovery services
- design principles for recovery centres along with essential equipment, systems and consumables
- OH&S principles and procedures for ensuring the safety and well being of recovery operations personnel and visitors
- procedures and protocols governing centre manager role and responsibilities (e.g. financial management, coordinating appeals and donations, liaison and reporting, centre administration, media)
- range of government departments, agencies and organisations and non government service providers who contribute to emergency/disaster recovery operations, together with their grants, assistance programs and services
- relevant disaster recovery plans, MOUs and arrangements, contact lists
- relevant legislative/regulatory framework, local/state/territory emergency management arrangements and recovery programs
- special needs and sensitivities of affected community (e.g. cultural, language, religious, physical and dietary)

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit	Assessment must confirm the ability to: • establish a recovery centre and promote its services • communicate effectively with community members with diverse needs, perspectives and cultural backgrounds • manage daily centre operations efficiently and sustainably • monitor and adjust recovery services to suit changing needs • liaise closely with other emergency managers and service providers • maintain accurate files and records • close the centre and manage the transition to mainstream services **Consistency in performance** Competency should be demonstrated in at least two contexts (either simulated or real-life) such as: • throughout the life of a recovery operation • during components of a number of operations
Context of and specific resources for assessment	**Context of assessment** Competency should be assessed establishing and managing a recovery centre in the workplace or in a simulated workplace environment. **Specific resources for assessment** Access is required to the opportunity to establish and manage a recovery centre during an actual or simulated emergency situation.
Guidance information for assessment	This unit contains many transferable skills, such as communication, consultation, research and analysis skills that can be applied in the emergency recovery context. Assessors should use formative assessment strategies in a simulated environment to contextualise underpinning knowledge. Summative assessment may not be possible in a real-world environment and assessors should confirm that simulated environments are sufficiently complex to be realistic.

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 in the Performance Criteria is detailed below.

Recovery plans and arrangements may include:
- arrangements specified in legislation or regulation
- organisational or jurisdictional emergency recovery policies or procedures, including media protocols
- existing recovery plans, agreements or memoranda of understanding
- local planning regulations, development controls and environmental plans

Initial resource needs may include:
- administrative systems
- communications
- staffing
- transport
- utilities

Financial regulations, administrative procedures and delegations may include::
- Australian/state/territory government financial management acts and procedures
- national disaster recovery administration guidelines
- organisational governance and/or financial policies and procedures

Stakeholders may include:
- staff
- client groups
- decision makers
- members of the public
- community groups
- industry groups
- public and private sector organisations
- non-government organisations
- elected officials

Layout of the centre may include:
- appropriate signage
- car parking
- childminding
- floor plan to optimise access and mobility
- heating/cooling
- ICT connections
- office storage
- public noticeboard, staff information board
- reception, interview rooms, meeting/staff rooms, quiet rooms for privacy, toilets/showers, kitchen/catering facilities
- security

Personnel may include:	• architects • engineers • building planners • business recovery advisers • financial advisers • bank officers • insurance assessors • non-government and community service organisation staff • personal support staff such as social workers, public health workers, advocates and mental health professionals, interpreters • recovery program/service managers • Australian/state/ territory/local government administration and technical (it) staff • volunteers
Briefings may include:	• overview of the nature and impact of the emergency • overview of recovery purpose and operations • detail of specific activities • identification of persons in charge, organisations and people involved in the operation • methods and timing of communication • staff arrangements (such as shift timings, breaks, meals, additional support) • resources available and not available • emergent issues • protocols and procedures
Strategies to ensure well-being of all staff may include:	• avoiding key dependencies • debriefing at the end of shifts • management of ending staff contracts • monitoring staff workloads and performance • organising back up with relevant agencies • organising equitable shift rosters • providing personal support • safety and security briefings • tracking staff visits
Communication options may include:	• community meetings • pamphlets/flyers/brochures • print newsletters • noticeboards • word of mouth • posters/billboards

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	• face-to-face
	• email newsletters
	• websites
	• local newspapers
	• text messaging
	• social media
	• radio and television
	• video communication
	• blogs
Service information may include:	• available services
	• role
	• function
	• grants and application forms, tax forms, insurance forms
	• handling instructions for offered goods and services
	• location
	• nearest transport
	• opening times
	• parking
	• relief/assistance information
Organisational procedures may include:	• emergency recovery policies or procedures
	• governance and/or financial accountability policies and procedures
	• records management, information management and confidentiality policies and procedures
Files and information records may include:	• key communications
	• key decisions and their rationale
	• media releases
	• personal/operational logs
	• service/activity reports
	• situation reports
Statistical and financial summaries may include:	• client numbers
	• expenditure
	• materials used
	• personnel numbers and hours worked
	• types of services
Audit and reporting requirements (beyond intra agency needs) may include:	• analysis of service statistics
	• comparison of grant applications against operational logs and grant criteria
	• coronial inquiries
	• evaluation and revision of policies and procedures
	• key decisions and rationale

Unit Sector(s)

Not applicable.