



Australian Government

Department of Education, Employment and Workplace Relations

PMAOMIR622B Build partnerships to improve incident response capacity

Revision Number: 1

PMAOMIR622B Build partnerships to improve incident response capacity

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the building of partnerships to improve the organisation's capabilities to respond to incidents.
------------------------	---

Application of the Unit

Application of the unit	In a typical scenario the individual would establish, as part of the organisation's strategic preparedness, mutual aid provisions within inter-company relationships so that assistance may be available as needed in a crisis. The person would typically be a member of the crisis management team and would initiate, formalise and manage joint efforts with other organisations to improve incident response capacity. Key aspects of the competence include: • developing philosophies and strategies which assist to build partnerships • laying the foundations for mutual cooperation and assistance • establishing structures through which strategic partnerships can be implemented The person would: • identify areas of cooperation in relation to incident response • initiate talks/negotiations on cooperative efforts/joint activities • manage the relationship in order to enhance incident response capacity • manage the documentation of agreed cooperative efforts/joint activities • manage the relationships and ensure sustainability Generally, the person would be a member of senior management and a member of the crisis management team. Although independent action may be required, he/she will be expected to coordinate, liaise and consult with other members of the team and other appropriate personnel.
--------------------------------	--

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		
---------------------------	--	--

Employability Skills Information

Employability skills	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 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.
---	--

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify opportunities for specific partnerships	1.1. Identify opportunities for joint/cooperative efforts towards incident response 1.2. Undertake consultation within the organisation to identify the types of partnerships and mutual interest to meet organisational needs 1.3. Develop a strategy on the types of partnership organisations and partnership opportunities 1.4. Approach specific targeted organisations, discuss expectations, ability to meet those expectations and areas of mutual interest
2. Develop a framework for the partnership	2.1. Consult potential partners to develop frameworks that will meet the needs of all partners 2.2. Establish the characteristics of the partnership with selected partners 2.3. Confirm partnership characteristics, including structure, scale, roles, goals and time frames with the partners 2.4. Develop systems to enhance mutual benefit and value contributions from the partnership 2.5. Develop and communicate measures for success to stakeholders 2.6. Define an agreed exit strategy
3. Manage the relationship in order to enhance incident response	3.1. Undertake regular consultation, communication and mutual information sharing with all partners 3.2. Identify, monitor and review challenges facing the partnership and action issues 3.3. Seek, communicate, document and review opportunities for learning from the partnership 3.4. Undertake joint venture exercises to improve incident response capacity where appropriate 3.5. Provide mutual assistance in ensuring compliance to changes in legislative or regulative requirements
4. Rebuild partnerships after an incident	4.1. Incident is examined by partners 4.2. Issues arising from the incident are explored 4.3. Issues are followed through and addressed 4.4. Resolutions are developed to prevent re-occurrence 4.5. Information and resolutions resulting from discussions are disseminated appropriately
5. Evaluate the effectiveness	5.1. The flexibility and appropriateness of responses to

ELEMENT	PERFORMANCE CRITERIA
of the partnership	issues/challenges facing the partnership is evaluated 5.2. Performance against agreed measures is evaluated and communicated 5.3. Capability to implement the exit strategy is monitored, reviewed and communicated to stakeholders

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

Competence includes the ability to isolate the causes of problems within the incident response system and to be able to distinguish between causes of problems indicated by:

- inability to contact key partners in the event of a crisis
- response times or objectives confused or outside agreed parameters
- gaps or overlaps in response, which reduce effectiveness of the response
- lack of ability to communicate effectively within the organization.

Required knowledge

The knowledge referred to in the Evidence Guide for this unit includes:

- company incident response structures and operations
- the individual's own role within the incident response structure, including its parameters, boundaries and/or limitations
- roles, responsibilities and needs of the individual's own organisation
- roles, responsibilities and needs of other organisations
- understanding of the mission, values and culture of the organisations targeted for and within the partnership
- clarity of 'chain of command' - who will drive the partnership and how it relates to decision making in the organisations
- company security, confidentiality and communication requirements.

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Assessment for this unit of competency will be by way of simulation or observation under incident conditions. The unit will be assessed in as holistic a manner as is practical and may be integrated with the assessment of other relevant units of competency. Assessment will occur over a range of situations which can include a variety of incident circumstances.

Simulations must, as closely as possible, approximate actual incident conditions and should be based on the actual facility. Assessments should include 'walk-throughs' of the relevant competency components and may include the use of case studies/scenarios and role plays.

This unit of competency requires a significant body of knowledge which will be assessed through questioning and the use of 'what-if' scenarios both in the facility (during demonstration of normal operations and walk-throughs of abnormal operations) and off the site.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Competence must be demonstrated in the ability to recognise and analyse potential situations requiring action and then in implementing appropriate responsive action. The emphasis should be on the ability to deal effectively with the incident or to contribute effectively to the recovery from the incident.

Consistent performance should be demonstrated. In particular look to see that:

- strategic communication and conflict resolution skills are demonstrated
- strategic planning is evident, including the developing of objectives, strategies and relevant budgets
- partnerships are identified and inclusive proposals developed

EVIDENCE GUIDE	
	• benefits to potential partners and the organisation are identified • ability to initiate, coordinate and conduct discussions with pertinent external organisations in a manner that promotes a positive image of the company is present • learning from partnership are brought back into the organisation and analysed for adaptation where appropriate to improve incident response • effective consultation occurs with team members or appropriate personnel on issues • follow-up occurs on all issues until resolution is achieved • actions taken enhance incident response effectiveness These assessment activities should include a range of problems, including new, unusual and improbable situations which may have been generated from past workplace incident history, incidents in similar workplaces around the world, hazard analysis activities and/or similar sources.
Context of and specific resources for assessment	Assessment will require (1) access to an accurately simulated environment or (2) a suitable method of gathering evidence of responding ability over a range of situations. A bank of scenarios/case studies/what-ifs and a bank of questions to probe the reasoning behind the observable actions will likewise be required.
Method of assessment	In all facilities it may be appropriate to assess this unit concurrently with other relevant units.
Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the oracy, language and literacy capacity of the assessee and the work being performed.

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. Add any 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.

Codes of practice/ standards	Where reference is made to industry codes of practice, and/or Australian/international standards, the latest version must be used.
Context	Organisations with whom partnerships can be established include: • parent company • joint venture partners • organisations within a given geographical radius • external agencies The framework describes the structure, policy and processes of the partnership to best meet stakeholder needs. Measures of success refers to the quantifiable and qualitative goals that the partnership has developed to indicate that its purposes are being achieved. Challenges facing the partnership refers to establishing a cohesive network for effective incident response, rebuilding the partnership in the event of an incident with partners and promoting a positive image of the Company. Opportunities for learning refers to practices of reflection throughout the workings of the partnership to seek opportunities for improvement in the organisation's incident response, learning from incidents or systems/processes/procedures in own company and partner organisations. Agreed measurement systems refers to the process of measuring the identified success criteria as established by the partners.
Health, safety and environment (HSE)	All operations to which this unit applies are subject to stringent health, safety and environment requirements, which may be imposed through State or Federal legislation, and these must not be compromised at any time. Where there is an apparent conflict between Performance Criteria and HSE requirements, the HSE requirements take precedence.
Relationship to Major Hazard Facility Legislation	Organisations within the Chemical, Hydrocarbons and Oil Refining industries may find themselves falling under the provisions of various Major Hazard Facilities legislation. In developing this unit consideration has been given to the requirements of Sections 8 and 9 of the National Standard for the Control of Major Hazard Facilities

RANGE STATEMENT

	[NOHSC:1014(2002)] and the National Code of Practice for the Control of Major Hazard Facilities [NOHSC:2016(1996)]. This unit will assist individuals to meet some of their obligations under the relevant State or Territory legislation. Responsibility for appropriate contextualisation and application of the unit to ensure compliance however, remains with the individual organisation.
--	---

Unit Sector(s)

Unit sector	Support/generic
--------------------	-----------------

Competency field

Competency field	
-------------------------	--

Co-requisite units

Co-requisite units		
---------------------------	--	--