



Australian Government

Department of Education, Employment and Workplace Relations

PSPSOHS606A Develop and implement crisis management processes

Release 3

PSPSOHS606A Develop and implement crisis management processes

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 outcomes required to develop and implement the planning and management to prevent or mitigate the OHS outcomes of a crisis, where a 'crisis' is defined as an event with a potentially high consequence outcome in terms of personal injury or damage. The focus is on the development of management processes including emergency assessments, plans and preparation, analysis, monitoring, training and post incident support.

In practice, developing and implementing crisis management processes may overlap with other generalist or specialist public sector work activities such as promoting ethical practice, applying government systems, influencing opinion, fostering leadership, managing resources, managing compliance with legislation.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

This unit addresses the 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.

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.

Useful underpinning knowledge and skills for the OHS practitioner that support this unit are addressed in units PSPSOHS404A Contribute to the implementation of strategies to control OHS risk, PSPSOHS405A Contribute to the implementation of emergency procedures, and PSPSOHS504A Apply principles of OHS risk management..

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 Identify sources of risk	1.1 The organisational context for crisis management is established. 1.2 The environment is investigated to identify sources of risk, elements at risk and vulnerability. 1.3 Relevant key personnel, appropriate specialist advisers and emergency response agencies are identified and consulted in the identification of sources of risk. 1.4 An emergency sources of risk register is developed.
2 Analyse and evaluate sources of risk	2.1 Sources of information and data on risk and vulnerability are accessed within the context of existing control measures to characterise the risk. 2.2 Appropriate specialist advisers and agencies are identified and consulted in the analysis and evaluation of sources of risk. 2.3 Risks are evaluated and prioritised for action.
3 Advise on requirements for crisis management	3.1 Crisis management plan is developed and documented. 3.2 Equipment needs are identified and documented. 3.3 Emergency communication requirements and processes for internal and external stakeholders and resources are identified and documented. 3.4 Liaison and communication processes with emergency response agencies and other external stakeholders are identified and documented. 3.5 Training needs are identified and documented.
4 Monitor and report on the effectiveness of crisis management	4.1 Crisis management is regularly audited and reviewed and actions are developed and implemented. 4.2 Emergency response equipment is routinely checked for currency and functionality. 4.3 Status of crisis management, including emergency response processes, is reported to management on a regular basis.
5 Participate in the emergency control organisation	5.1 The emergency control organisation is structured and acts to minimise consequences. 5.2 Own role in the emergency control organisation is known and implemented during an emergency. 5.3 Appropriate liaison is undertaken with internal personnel and external agencies.
6 Advise and support key personnel in the post response/recovery phase to minimise consequences	6.1 Recovery phase procedures focus on minimising consequences to the people involved, the environment and the organisation. 6.2 External support and resource services are identified and accessed as appropriate to assist recovery phase. 6.3 Debriefing is conducted including key personnel and external

ELEMENT**PERFORMANCE CRITERIA**

agencies as appropriate.

6.4 Debriefing process identifies areas requiring further attention.

6.5 Appropriate **reports** are disseminated internally and to relevant external agencies.

Required Skills and Knowledge

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

Required skills:

Look for evidence that confirms skills in:

- relating to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities
- communicating effectively with personnel at all levels of organisation and OHS specialists and, as required, emergency service personnel
- preparing reports for a range of target groups including OHS committee, OHS representatives, managers, supervisors and other stakeholders
- applying continuous improvement and action planning processes
- achieving change using project management processes
- managing own tasks within time frame
- using consultation and negotiation skills, particularly in relation to developing plans and implementing and monitoring designated actions
- contributing to the assessment of the resources needed to systematically manage OHS and, where appropriate, access resources
- analysing and evaluating a range of information and data formats including graphs, maps, matrices, technical reports
- interpreting information and data to identify areas for improvement
- using a range of communication media
- conducting effective formal and informal meetings
- using information and data gathering techniques such as brainstorming, polling, interviews
- using language and literacy skills appropriate to the workgroup and the task
- using computer and information technology skills to access internal and external information and data on OHS
- issuing instructions in an authoritative manner during unusual circumstances

Required knowledge:

Look for evidence that confirms knowledge and understanding of:

- roles and responsibilities under OHS legislation of employees including supervisors, contractors, OHS inspectors etc
- principles of duty of care including concepts of causation, foreseeability, preventability
- legislative requirements for OHS information and data, and consultation
- roles and responsibilities in relation to communication and consultation for OHS committees, OHS representatives, line management, employees and inspectors
- types of measurement and monitoring equipment, including intrinsically safe equipment, calibration requirements and principles of how the equipment takes the measurement and limitations in use
- how the characteristics and composition of the workforce impact on risk and the

systematic approach to managing OHS eg

- labour market changes
- structure and organisation of workforce eg part-time, casual and contract workers, shift rosters, geographical location
- language, literacy and numeracy
- communication skills
- cultural background/workplace diversity
- gender
- workers with special needs
- organisational behaviour and culture as it impacts on OHS and on change
- ethics related to professional practice
- principles of effective meetings including agendas, action planning, chair and secretarial duties, minutes and action items
- emergency-specific requirements under relevant legislation, codes of practice and standards including hazardous substances, dangerous goods and environment protection
- elements of a comprehensive crisis management program (Prevention, Preparedness, Response and Recovery, PPRR)
- relevant state and national emergency response structures eg Hazmat
- role, responsibility and authority of emergency response personnel
- principles of building compartmentation eg identification and role of smoke and fire doors
- emergency alerting systems, signals and instructions typically used in workplaces
- examples of emergency response processes typically used in workplaces including roles and responsibilities
- priorities and limitations of workplace response to emergencies
- hazards and precautions during an emergency including during an evacuation
- situations when evacuation is required and when evacuation is inappropriate, including circumstances where evacuation processes may need to be modified
- principles and priorities for evacuation including checking and accounting procedures
- circumstances or actions that may block, damage or inhibit function or use of emergency equipment
- information and data needs of emergency response agencies at time of reporting emergency, arrival of response and during management of emergency
- method of use, including hazards and limitations, of relevant emergency equipment including communication equipment
- principles of effective liaison with emergency service personnel including ensuring that there is no interference or hindrance to their action
- organisational OHS policies and procedures
- nature of workplace processes (including work flow, planning and control) and hazards relevant to the particular workplace
- key personnel, including identifying 'change agents', within workplace management structure

- formal and informal communication and consultation processes and key personnel related to communication
- language, literacy and cultural profile of the work group
- organisational culture as it impacts on the workgroup
- organisational emergency procedures including various roles of the workplace emergency personnel
- essential actions of self and other key personnel in an emergency

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

Co-assessed units that may be assessed with this unit to increase the efficiency and realism of the assessment process include:

- PSPETHC601B Maintain and enhance confidence in public service
- PSPGOV605A Persuade and influence opinion
- PSPLEGN601B Manage compliance with legislation in the public sector
- PSPMNGT608B Manage risk
- PSPSOHS603A Analyse and evaluate OHS risk

Overview of evidence requirements

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

- knowledge requirements of this unit
- skill requirements of this unit
- application of employability skills as they relate to this unit.

Resources required to carry out assessment

Resources essential for assessment include:

- legislation, policy, procedures and protocols relating to the development and implementation of crisis management processes
- workplace documentation, case studies and workplace scenarios to capture the range of situations likely to be encountered when developing and implementing crisis management processes.

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 developing and implementing crisis management processes, including coping with difficulties, irregularities and breakdowns in routine
- development and implementation of crisis management processes in a range of 3 or more contexts or occasions, over time.

Assessment methods should reflect but not exceed workplace demands, such as literacy, and the needs of individuals who might be disadvantaged.

Assessment methods suitable for valid and reliable assessment of

this unit must use authenticated evidence from the workplace and/or training courses and may include a combination of two or more of:

- workplace projects
- simulation or role plays
- case studies and scenarios
- observation.
- portfolios.

The assessment environment should not disadvantage the candidate and where the person has a disability the principle of reasonable adjustment should be applied during assessment.

**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.

Organisational context may include:

- legislation under which the organisation operates
- arrangements or industry/community partnerships
- hazards to which the organisation is exposed
- operating environment which may be influenced by political, industrial or other internal or external factors

Crises may include:

- serious injury events
- emergencies requiring evacuation
- fires and explosions
- hazardous substance spills
- explosion and bomb scares
- security emergencies such as armed robberies, intruders and disturbed persons
- internal emergencies such as loss of power or water supply
- external emergencies such as flood, storm and traffic accident impacting on organisation

Environment may include:

- conditions or influences that are part of, surround or interact with the organisation. It includes:
 - 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)

Sources of risk have been termed 'hazards' in other units but the language of emergency management uses 'sources of risk' to indicate a broader application and may include:

- natural hazards and or disasters
- technological hazards (failure of technology)
- biological hazards
- civil/political hazards including civil/political unrest, terrorism, sabotage, civil unrest and hostage
- management activities and controls including deficiencies in areas of non-compliance with internal management systems, legislation, and agreements/contracts

Elements at risk may be anything valued by the organisation and may

- people
- assets
- environment

include:

- commercial reputation and goodwill
- quality of life

- Vulnerability*** is:
- the degree of susceptibility and resilience of the organisation and the environment to the risk. It is influenced by the characteristics of the organisation in terms of its capacity to anticipate, cope with and recover from the crisis
- Specialist advisers*** may:
- include advisers in emergency management, evacuation, fire, security and safety
 - use advanced techniques such as Hazard and Operability Studies (HazOp), Management Oversight and Risk Tree (MORT), computer modelling and scenario analysis
- Emergency response agencies*** may include:
- fire, police, ambulance, State Emergency Services (SES), government departments, and OHS authorities
- An emergency sources of risk register*** should include:
- 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
- Sources of information and data*** may include:
- inspection and incident records
 - enforcement notices and actions
 - organisational records and files
 - research literature
 - international and national standards, codes of practice and guidelines
 - material safety data sheets (MSDSs)
 - specialist advisers
- Characteristics of risk*** may include:
- significant features of the sources of risk such as:
 - likelihood
 - intensity
 - speed of onset
 - duration
 - area affected
 - perceptions of severity
 - impact, taking account of the coping capacity of the organisation
- Crisis management plan is a flexible document that can cope with a broad range of crisis types:***
- is approved at the highest levels of the organisation
 - focuses on management control
 - identifies responsibilities for decision making
 - details communication and support processes
 - addresses arrangements with any contractors or shared tenancy
 - integrates the emergency response plans as well as recovery

Documentation for crisis management plan may include:

- incorporates dealing with external agencies and support
- addresses planning for recovery before crisis occurs
- policy, emergency response structure, initial response instructions for various roles/areas, responsibility and authority of individual roles, warning systems, training requirements, resource inventory for response and recovery, program review and monitoring processes; and
- crisis risk management documentation, such as risk management team lists, communications strategies, identification of issues, risk assessments/evaluations, vulnerability profiles, risk registers and treatment strategies

Stakeholders may include:

- internal stakeholders such as the board of management, managers, employees (and their families), contractors, visitors and others on site
- 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

Resources may include:

- personnel and equipment
- community support agencies

Training needs should:

- specifically address the needs of each role within the crisis management team as well as all levels of the organisation
- address knowledge requirements as well as practical application and include workshops, desktop exercises and full scale exercises

Unit Sector(s)

Not applicable.

Competency field

Specialist Occupational Health & Safety.