



Australian Government

PUAECL004 Lead in a crisis

Release: 1

PUAECL004 Lead in a crisis

Modification History

Release 1. This is the first release of this unit of competency in the PUA Public Safety Training Package.

Application

This unit describes the skills and knowledge required to lead sophisticated responses in a crisis. It applies to government and non-government roles with assigned accountability or responsibility for mitigation, preparedness and response and recovery functions for communities and/or organisations.

A crisis includes varying events of significant disruption having broad effects on relationships among communities and/or organisations. It is characterised by high levels of ambiguity, uncertainty, opportunity and change. Leaders in a crisis need to independently make sense of uncertain situations, creatively seek solutions and apply judgment and decision making in highly pressurised environments.

Emergency service leaders typically work autonomously, within collegiate environments, that require the ability to build and develop relationships and partnerships with a broad range of formal and informal groups. Emergency service leadership roles are complex requiring the individual to make ethical decisions in variable, evolving and dynamic circumstances.

No licensing, legislative or certification requirements apply to the unit at the time of publication.

Pre-requisite Unit

Not applicable.

Competency Field

Emergency Management

Unit Sector

Not applicable

Elements and Performance Criteria

ELEMENTS

PERFORMANCE CRITERIA

Elements describe the essential Performance criteria describe the performance needed to

outcomes.

demonstrate achievement of the element.

- | | |
|--|--|
| 1 Manage self in crisis | 1.1 Implement strategies to manage psychological and physiological aspects of crisis leadership

1.2 Research and analyse models of emotional intelligence in relationship to the requirements of crisis leadership

1.3 Evaluate the importance of unflagging integrity in crisis leadership

1.4 Analyse personal limitations and biases in crisis leadership and develop a plan to address

1.5 Reflect and seek to self-improve through in-action and review of behaviour and actions in crisis leadership role |
| 2 Build confident and capable teams | 2.1 Identify and forecast human capital and capability needs for a crisis

2.2 Research and evaluate strategies that foster trusting relationships amongst team members and leadership

2.3 Provide vision through creating an understanding of leadership intent and objectives for a crisis

2.4 Construct an action plan that fosters collaboration and communication sharing throughout all phases of a crisis

2.5 Identify and implement a participation model that encourages critical questioning and frank discussion by engaging team members and leaders

2.6 Design a strategy that creates a sense of ownership of decisions and engenders accountability in team members and leaders |
| 3 Establish and maintain background conditions to optimise performance | 3.1 Devise and lead a coaching program that fosters reflection and change in personal and professional performance

3.2 Establish, maintain and lead governance, organisational systems and resource requirements to optimise performance

3.3 Develop and implement mechanisms for monitoring performance progress against leadership objectives |
| 4 Pursue sense making | 4.1 Research and implement heuristic framework to develop common operating consensus |

- | | | |
|----------|--|---|
| | 4.2 | Use strategic foresight analysis and feedback to anticipate trajectory and consequences of a crisis |
| | 4.3 | Develop mechanisms for testing and adapting situational awareness during a crisis |
| 5 | Apply judgement and decision making | |
| | 5.1 | Scope and evaluate options for action during a crisis |
| | 5.2 | Identify and assess implications of the political context of crisis situations |
| | 5.3 | Demonstrate how it is possible to resolve conflicting priorities during a crisis with limited information |
| | 5.4 | Demonstrate how to assess and apply ethical discretion in the use of power and how this impacts on the responsiveness of community members and key stakeholders |
| | 5.5 | Compare and contrast moral challenges that can occur during a crisis |
| 6 | Manage psychological well being | |
| | 6.1 | Identify and address signs of guilt and distress in personnel, community members and key stakeholders who have acted in a crisis of moral complexity |
| | 6.2 | Support, counsel, brief and debrief others to achieve positive outcomes during and after a crisis |

Foundation Skills

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

Range is restricted to essential operating conditions and any other variables essential to the work environment.

Non-essential conditions may be found in the Companion Volume Implementation Guide.

Unit Mapping Information

This is a new unit.

Links

PUA Training Package Companion Volume Implementation Guide is found in VETNet -
<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=3eca5672-6d5a-410b-8942-810d0ba05bbf>

Assessment Requirements for PUAECL004 Lead in a crisis

Modification History

Release 1. This is the first release of this unit of competency in the Public Safety Training Package.

Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all the requirements of the elements and performance criteria on at least one occasion and includes

- communicating with external and internal stakeholders
- defining direction in complex group operations including
 - commanding tactical tasks
 - decision making through fostering fellowship and team building activities
 - maintaining a strategic focus under stress
 - making decisions based on limited information
 - problem solving using heuristic logic
- demonstrating accountability for actions and decisions taken in a crisis
- displaying crisis leadership through self-awareness, self-coaching and emotional awareness
- making decisions that display responsibility for the wellbeing of life and/or property
- managing leadership tasks and contingencies
- providing advice to internal and external stakeholders
- providing role clarity and direction
- resolving conflict
- supporting social and peer group activities
- undertaking leadership command of others
- utilising supporting, counselling, briefing and debriefing strategies

Knowledge Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all the requirements of the elements and performance criteria and includes knowledge of

- leadership models
- management of leadership tasks and contingencies
- models of conflict resolution, decision making and leadership evaluation
- physiology and psychology of stress and fatigue
- situational awareness
- strategies for reintegration to normal living
- support, counselling, briefing and debriefing strategies
- trauma and post traumatic effects in self and others

- trust building strategies

Assessment Conditions

As a minimum, assessors must satisfy applicable regulatory requirements, which include requirements in the Standards for Registered Training Organisations current at the time of assessment.

As a minimum, assessment must satisfy applicable regulatory requirements, which include requirements in the Standards for Registered Training Organisations current at the time of assessment.

Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.

Assessment of this unit will require an exercise that closely simulates work practices and replicates the range of crisis leadership activities likely to be encountered by the individual, alone or as part of a team, within a community and/or organisational context.

Resources for assessment must include access to

- a range of relevant exercises, case studies and/or other simulations
- appropriate materials, equipment, tools and personal protective clothing and equipment currently used in industry
- applicable documentation including organisational procedures, industry standards, equipment specifications, regulations, codes of practice and operation manuals.

Links

PUA Training Package Companion Volume Implementation Guide is found in VETNet - <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=3eca5672-6d5a-410b-8942-810d0ba05bbf>