



Australian Government

Department of Education, Employment and Workplace Relations

PUAEMR013B Facilitate treatment strategy development and implementation

Revision Number: 1

PUAEMR013B Facilitate treatment strategy development and implementation

Modification History

Not applicable.

Unit Descriptor

Unit Descriptor

This unit covers the competency required to facilitate the identification, evaluation and implementation of complex treatment strategies in cooperation with major stakeholders such as governments, agencies, organisations and service providers.

Application of the Unit

Application of the Unit

The application of this unit in the workplace - the environments, complexities and situations involved - will be written during Phase II of the Review of the PUA00 Public Safety Training Package. This text will be useful for the purposes of job descriptions, recruitment advice or job analysis; where possible, it will not be too job specific to allow other industries to import it into other Training Packages, where feasible.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite Unit/s

PUAEMR012B Determine treatment options

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 required performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the Required Skills and Knowledge and/or the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Confirm project context

- 1.1 Project **drivers/triggers**, risks, risk management context, treatment options and priorities and **practical constraints** are clarified
- 1.2 Applicable **legislative/regulatory and organisational requirements, policies, procedures** and relevant emergency management arrangements are identified
- 1.3 Key **stakeholders** are identified along with their potential interests, sensitivities, roles and responsibilities
- 1.4 Project brief is developed and refined with key stakeholders

2. Establish project process

- 2.1 Working group is established with an appropriate balance of expertise, representation and authority for the project brief
- 2.2 Purpose, scope and desired outcomes outlined in the project brief are confirmed with group members
- 2.3 Project management plan is developed in consultation with the group
- 2.4 Processes for negotiating outcomes and making decisions are developed within existing accountabilities
- 2.5 **Consultation strategies** are developed for effective stakeholder input, commitment and ongoing ownership of outcomes
- 2.6 Information management, reporting and accountability strategies are developed and agreed

3. Assess and select treatment strategies

- 3.1 Existing risk assessments, current treatment programs and other **plans** that may impact on the project are identified by group members and analysed for relevance
- 3.2 Items from the risk register are selected for consideration
- 3.3 A wide range of alternatives are considered when canvassing possible treatment strategies
- 3.4 Input from relevant specialists and stakeholders is sought and analysed
- 3.5 Each **treatment strategy** is assessed for the ability to reduce risk
- 3.6 Preferred treatment strategy is selected and the reasons documented
- 3.7 Broad tactics, roles, tasks, responsibilities,

ELEMENT**PERFORMANCE CRITERIA**

- | |
|--|
| resource implications and timeframe for implementing the selected strategy are documented |
| 3.8 Support is developed by validating the strategy with agency/service providers and other stakeholders |

ELEMENT	PERFORMANCE CRITERIA
4. Plan implementation of agreed strategy	4.1 Treatment strategy is broken down into a logical sequence of manageable and time-related activities 4.2 Ability and responsibility of agencies and service providers to undertake specific activities is jointly assessed 4.3 Accountability for components of the strategy is negotiated and confirmed with the appropriate agency/service provider 4.4 Project risks are assessed and contingencies developed for all key components of the strategy 4.5 Performance criteria are established for monitoring and reviewing the effectiveness of the treatment strategy 4.6 An overall implementation plan that identifies key activities, roles and responsibilities, resource requirements, management arrangements and timetable is developed and validated 4.7 Agency implementation strategies are reviewed and refined as necessary
5. Facilitate treatment strategy implementation	5.1 Treatment tasks/activities are allocated in accordance with the implementation plan 5.2 Effectiveness of treatment activities, adequacy of resources, project progress and expenditure is monitored against plans and recorded 5.3 Effective communication between working group members is maintained 5.4 Stakeholders are kept fully informed of progress, performance and any proposed variations in strategy or implementation 5.5 Agreed variations to the treatment plan are introduced to accommodate changed circumstances or to achieve more effective outcomes 5.6 Treatment tasks/activities are completed on time and within budget
6. Establish and maintain productive working relationships	6.1 Influence and support for the treatment strategy is built by cultivating relationships with key stakeholders 6.2 Clear and accurate information is provided 6.3 Differences of opinion and the views of others are respected 6.4 Negotiations are kept focussed on key issues and moving forward towards resolution 6.5 Conflict is resolved in a timely, constructive

ELEMENT**PERFORMANCE CRITERIA****7. Review treatment
strategy implementation**

manner

6.6 Agreements are adhered to and commitments met

7.1 Effectiveness of the treatment strategy is
evaluated using agreed performance criteria

7.2 Residual risk is identified and decisions made to
accept this risk or re-examine treatment strategies

7.3 Planning processes are reviewed to identify
opportunities for improvement

7.4 Project reporting requirements are completed

7.5 Outcomes are disseminated to relevant
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

- assess a range of alternatives, develop solutions and practical strategies that are 'outside the box'
- communicate clearly with a range of audiences
- compromise to achieve realistic/achievable outcomes
- enhance input/feedback through active listening and effective questioning
- harness cooperation, motivation and diversity of others
- interpret and critically analyse complex information
- liaise with key individuals, organisations, agencies
- manage projects
- negotiate and lobby persuasively
- prepare for, participate in and lead meetings to achieve effective outcomes
- resolve conflicts constructively
- think strategically

Required Knowledge

- Australian Standard AS/NZS 4360
- cost benefit analysis
- emergency management agencies, organisations, service providers and other key stakeholders
- emergency management best practice models for benchmarking during implementation and review
- emergency risk management guidelines (1999)
- evaluation methods
- government and budget processes, relevant public policy/programs
- ISO 9000 and 14000 series quality standards
- legislation, policy, budget development processes
- political context (parties, platforms, processes)
- problem solving and decision making techniques
- project budgeting
- project management techniques
- protocols for the release of information and communicating with the media and public principles of negotiation, mediation, conflict resolution, incident de-escalation
- relevant legislative and regulatory framework and emergency management arrangements
- risk analysis and management
- state/territory emergency risk management guidelines

REQUIRED SKILLS AND KNOWLEDGE

- strategic planning approaches
- structured and inclusive meeting procedures

Evidence Guide

EVIDENCE GUIDE

|

EVIDENCE GUIDE

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

Assessment must confirm the ability to:

- establish/maintain a network of key contacts
- work collaboratively to secure stakeholder input, support and commitment
- develop effective processes for cooperative planning and implementation of complex treatment strategies
- develop and evaluate strategic options
- develop feasible and effective plans, tactics and activities to achieve treatment objectives
- coordinate and monitor multi-agency/service provider inputs to implementation of strategies
- address the need to vary plans
- address residual risk
- maintain records of progress, decisions, stakeholder input and audit trail
- manage project within resource allocation
- establish a project and see it through to produce treatment outcomes that have broad community and stakeholder support

Consistency in performance

Competency should be demonstrated in a range of contexts throughout the life of a significant project, or during components of a number of projects

Context of and specific resources for assessment

Context of assessment

Competency should be assessed facilitating the development and implementation of a treatment strategy plan that involves the cooperation of multi-agencies, organisations and/or service providers in the workplace or in a simulated workplace environment

Specific resources for assessment

Access to complex emergency risk management treatment strategy or strategies

Guidance information for assessment

Information that will assist or guide assessment will be written during Phase II of the Review of the PUA00 Public Safety Training Package.

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 in the Performance Criteria is detailed below.

Drivers/triggers may include	- Changes in community characteristics - Changes in legislation, policies and disaster/emergency management plans - Changes in insurance policies and premiums - New sources of risk or changed perception of risk - Planning deficiencies - Recent emergency incident reports/debriefs, safety issues - Recent judicial decisions - Strategic and corporate plans
Practical constraints may include	- Arrangements, roles and responsibilities set down in existing emergency management plans - Availability of technical expertise, technology, equipment - Budgets, time, availability and capability of people - Land use planning - Legislation covering emergency management, environmental management, safety standards, local government regulations - Limited community knowledge of emergency risk management processes and benefits - Political, social and cultural considerations
Legislative, regulatory and organisational requirements may include	- Acts dealing with disasters, emergencies, occupational health and safety and the environment - Land use planning - Local government regulations - Privacy - Regulations for handling and transport of dangerous goods - Safety standards
Policies and procedures may include	- Agreements between agencies and/or organisations - Emergency management arrangements specified in legislation or policies - Existing disaster or emergency management plans - Standard operating procedures, operational manuals
Stakeholders may include	Emergency services (eg. fire, police, SES, ambulance, recovery agencies)

RANGE STATEMENT

Event organisers (eg. concerts, car rallies, sport)
Hospital/medical personnel and care givers
Interest, community, professional and industry groups
Local business people
Local government (eg. elected representatives, shire engineers, community development officers)
Managers of critical infrastructure (eg. telecommunications, mining, petrochemical and gas)
Managers of high occupancy facilities (eg. shopping centres, high rise apartment/office blocks)
Members of parliament and/or their advisers
Providers of utilities (power, water, radio/TV)
School staff
State/territory/commonwealth agencies (eg. public works, human services, health, transport, natural resources, primary industry, environmental protection, emergency management)
Tourist operators
Venue operators

RANGE STATEMENT**Consultation strategies may include**

Advertising in local media
 Broadcast facsimile and email messages, web sites
 Contacting individual organisations, professional bodies, unions and recreational/sport associations
 Distributing pamphlets
 Focus groups, workshops, surveys
 Initiating media interviews
 Letters and articles written for specific audiences
 Meetings with groups, key individuals and leaders of minority/ethnic/cultural groups
 Presentations to a variety of community groups; speaking at community functions
 Preparing media releases

Possible treatment strategies may include

All aspects of emergency management practices arising from considering prevention/mitigation, preparedness, response and recovery including:

- building codes
- community education
- community restoration, reconstruction
- critical incident stress management, personal support and counselling
- emergency management planning
- financial support
- land use management
- legislation and regulation
- mutual aid agreements
- safety standards
- training and exercises
- warning systems

Avoidance, transfer and acceptance of risk

Assessment criteria for selecting treatment strategies may include

Administrative efficiency
 Compatibility with other treatment options
 Continuity of effects
 Cost
 Creation of new risks
 Economic and environmental impacts
 Equity
 Impact on individual's rights
 Jurisdictional authority
 Leverage
 Political acceptability
 Potential to reduce risk

RANGE STATEMENT**Plans may include**

Public and pressure group reaction
Timing
Aims and objectives of treatment strategies
Constraints, contingencies and alternatives
Monitoring and review procedures
Multi agency framework for planning, communication, consultation, decision making, accountability, information management, project management
Reporting requirements
Resources required including their availability
Roles, responsibilities of parties involved
Strategies to achieve objectives (communication, consultation, marketing, training)
Tactics to implement strategies
Treatment activities, key tasks, timeframe

Unit Sector(s)

Not applicable.

Corequisite Unit/s**Co-requisite Unit/s**

PUAMAN005B Manage projects