



Australian Government

Department of Education, Employment and Workplace Relations

PUAEMR028 Develop emergency management plans

Release: 1

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Modification History

PUAEMR028 Release 1: Primary release.

Unit Descriptor

This unit describes the outcomes required to develop new or revised emergency management plans within an organisation. Such plans may focus on one or more aspects of emergency management, i.e. prevention, preparedness, response and/or recovery.

Application of the Unit

This unit applies to people responsible for developing emergency management plans within a single organisation, or in contexts where the planning process primarily involves only one organisation. More complex planning is required in multi-agency and community based contexts.

Emergency management plans are developed within or by local government, emergency service or government agencies and departments, event organisers, utilities, critical infrastructure or high occupancy buildings, and service providers.

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

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 planning context and framework	1.1 Authority to plan is confirmed by reference to legislation, direction, organisational or other managerial agreement. 1.2 Planning environment is clarified by analysing drivers and risk assessment. 1.3 Legislative, regulatory and organisational requirements, policy, procedures, existing arrangements and plans that may impact on the planning framework are identified and analysed. 1.4 Key stakeholders, their potential interests, sensitivities, roles and responsibilities are identified. 1.5 Planning purpose, aims, objectives and governance framework are developed and refined with stakeholders.
2. Develop agreed planning processes and methodology	2.1 A feasible project scope is developed, considering practical constraints. 2.2 Processes for negotiating outcomes, making decisions, reporting, and monitoring progress and quality are agreed. 2.3 A consultation and communication plan is developed and implemented. 2.4 Sources of expertise are identified to contribute specialised information and analysis as required. 2.5 Plan structure is agreed in consultation with stakeholders. 2.6 A project plan is prepared and approved in consultation with stakeholders.
3. Undertake risk research and analysis	3.1 Project scope is reviewed in response to new information or changes in resources and planning environment. 3.2 Appropriate research tools are applied. 3.3 A comprehensive body of emergency risk information is built and/or updated using credible sources. 3.4 Effectiveness of current emergency risk management strategies is assessed. 3.5 Organisational vulnerability is determined by analysing susceptibility and resilience to risk. 3.6 The plan's role as an appropriate risk treatment is confirmed.
4. Develop/refine planning parameters	4.1 Emergency management arrangements are reviewed or developed to identify potential gaps or duplication in roles and responsibilities.

- 4.2 Emergency management strategies and responsibilities are identified and confirmed in consultation with stakeholders.
- 4.3 Broad categories and types of resources and services that are likely to be required, including potential critical shortfalls, are identified.
- 4.4 Financial and contractual arrangements for accessing or acquiring resources and services are developed.
- 4.5 Arrangements for the command, control and coordination of any emergency response or recovery operation are confirmed.
- 4.6 Contingencies to address potential problems are developed with relevant organisations and service providers.
- 4.7 Organisational implications of new or revised plans are assessed.

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| 5. Document the emergency plan | <ul style="list-style-type: none">5.1 Plan is iteratively developed in consultation with stakeholders.5.2 Plan is prepared in a format prescribed by organisational standards and consistent with broader jurisdictional emergency management arrangements.5.3 Language used is clear, concise and appropriate for the audience.5.4 Planning records, supporting documentation and contact information are maintained to organisational standards. |
| 6. Validate and implement planning outcomes | <ul style="list-style-type: none">6.1 Compatibility, links and interactions between the plan and other organisational documentation is tested.6.2 Support for the plan is established by promoting its specific benefits to stakeholders. |
| 7. Monitor and review the planning process and outcomes | <ul style="list-style-type: none">7.1 A maintenance, audit and exercise schedule is implemented in accordance with organisational, policy or procedures.7.2 Deficiencies identified during audit, activation or exercising of the plan are analysed and reported to the relevant party.7.3 Plan amendments are negotiated, documented and authorised in accordance with organisational procedures.7.4 Opportunities for improving emergency planning processes are reported. |

Required Skills and Knowledge

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

Required Skills

- consider wide range of alternatives before making logical decisions
- define and solve problems
- demonstrate attention to detail
- demonstrate effective interpersonal interactions
- encourage the participation of other committee members
- gain cooperation of stakeholders
- listen actively
- locate and interpret risk information
- manage simple projects
- negotiate collective outcomes
- provide credible, reliable and timely information and well reasoned advice and

opinions

- recognise the relevance and significance of information for the planning process
- resolve conflicts constructively with a minimum of fuss
- summarise and explain key information clearly
- think creatively ('big picture', 'outside the box')
- value diversity of views and perceptions of risks
- work cooperatively
- work within organisational boundaries and cultures
- write clearly, concisely using accurate terminology

Required Knowledge

- Fundamentals of risk management included in Australian Standard AS/NZS ISO 3100:2009 *Risk management—Principles and guidelines*
- Fundamentals of emergency management planning included in Australian Emergency Management Manual 43 *Emergency Planning*
- decision making techniques
- emergency risk management terminology, concepts and principles
- group dynamics, strategies for team building and resolving conflict
- meeting procedures
- relevant legislative and regulatory requirements
- research tools and risk analysis techniques, emergency risk management tools

Evidence Guide

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

Assessment must confirm the ability to:

- explain the planning process and promote its benefits to a wide range of audiences
- develop an appropriate and sustainable emergency planning process in cooperation with stakeholders
- work with stakeholders to develop plans that are accepted, readily understandable by users and able to be implemented effectively
- evaluate planning process and outcomes with stakeholders

Consistency in performance

Competency should be demonstrated in at least two different contexts throughout the life of an emergency planning project, or during components of a number of projects, one of which may be simulated.

Context of and specific resources for assessment

Context of assessment

Competency should be assessed making significant contributions to an emergency planning process either as an individual or as a stakeholder, in the workplace or in a simulated workplace environment

Specific resources for assessment

For the demonstration of competence in this unit it will be necessary to participate in a real-world emergency planning project.

Underpinning knowledge may be assessed through written assignments, project reports, debriefings and action learning projects in real or simulated environments.

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 planning context. Assessors should use formative assessment strategies in a simulated environment to contextualise underpinning knowledge.

Summative assessment requires application of the unit in a real-world project, often in an action-learning context.

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 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
- changes in strategic and corporate plans

Legislative, regulatory and organisational requirements may include:

- arrangements specified in legislation
- organisational or jurisdictional emergency risk management policies or procedures
- existing disaster plans, agreements or memoranda of understanding
- local planning regulations, development controls and environmental plans

Stakeholders may include:

- staff
- client groups
- decision makers
- emergency service organisations

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, building codes and other regulations
- legislation covering emergency management, environmental management, safety standards, local government regulations
- limited organisational knowledge of emergency risk management processes and benefits

Research tools may include:

- affinity analysis
- brainstorming, visioning
- cause and effect analysis, force field analysis
- emergency risk management tools
- SWOT analysis

Emergency risk information
may include:

- bow-tie analysis
- cost:benefit analysis
- characteristics of natural and built environments
- demographics (population distribution, social, cultural, health status and education data)
- details of key infrastructure and emergency/support services
- economic activity reports (employment, products, services, revenue)
- government reports e.g. environmental impacts
- business continuity data
- emergency risk assessment studies

Unit Sector(s)

Not applicable.