

Framework for the competence of rescue and fire fighting service (RFFS) personnel

CAP 699

DRAFT FOR CONSULTATION

Published by the Civil Aviation Authority, 2016

Civil Aviation Authority,
Aviation House,
Gatwick Airport South,
West Sussex,
RH6 0YR.

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First published March 2000

First amendment August 2002
Second amendment March 2006
Second edition May 2008
Third edition October 2016

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The latest version of this document is available in electronic format at www.caa.co.uk/CAP699

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Revision history

Third edition

October 2016

Following the introduction of Commission Regulation (EU) 139/2014 (EASA Rules), and revisions to the National Occupational Standards (NOS) for Fire and Rescue Services, CAA took the opportunity to consult with industry about the future of this document. The outcome of the consultation indicated a desire to retain CAP 699, and to conduct a full review and update.

Significant changes to this CAP have been incorporated, removing soft skills and including NOS core skills. Additional units have been incorporated which now include breathing apparatus, working at height, first response to water based incidents, casualty extrication, operate water pumps, monitors and high reach extendable turrets, incidents involving military aircraft, and emergency planning.

References to the approval of RFFS Approved Training Providers (ATP) have been removed to reflect a regulatory change brought about by the introduction of the EASA rules.

Second edition

May 2008

CAP 699 has been reviewed and amended by a Sub-Group of the Aerodrome Operators Association Rescue and Fire Fighting Working Group.

Revision 2

March 2006

Following consultation with industry, significant changes to the mandatory training scheme, which incorporates the Structured Learning Programmes, are included in Sections 2 and 4.

Revision 1

August 2002

The opportunity has been taken as part of the remastering process to incorporate a few minor changes to the text, these are indicated by the use of side line revision marks as shown to the left of this paragraph.

Glossary of terms

Accreditation of Prior Learning (APL)	The Accreditation of Prior Learning is one source of evidence of current competence/achievement. (Institute of Personnel and Development Assessor Awards).
Acquisition	The stage at which an individual is undertaking a structured learning programme, which is designed to develop the knowledge, skills, attitude and understanding identified for a particular role. Once individuals have demonstrated that they have acquired the knowledge and skills identified for their role, they are described as competent in acquisition'.
Activities	Actions, processes, operations or services in the workplace which must be carried out in order to achieve objectives.
Aerodrome constraints	Your aerodrome's policies, objectives and level of resources, which limit your freedom to take decisions and action.
Aerodrome policies and procedures	The policies and procedures which affect any information or advice which you give.
AFF	Aviation (or Airport) Firefighter
AFSM	Aviation (or Airport) Fire Service Manager
Airport Operators Association (AOA)	The Airport Operators Association is the trade association that represents the interests of UK airports and is the principal body with whom the UK Government and regulatory authorities consult on airport matters.
Allocating work	Giving teams and individuals responsibility for tasks which should achieve agreed work objectives.
Analyses, Inspections and Investigations	Activities required by RFFS legislation, guidance and objectives which require analysis, visual inspection, review of evidence and formal recording/reporting
Application	The stage at which individuals, having demonstrated that they are competent in acquisition, are now able to

	consistently apply their knowledge, skills and understanding in the workplace to the standard described in their role-map. Individuals who can consistently maintain this standard are described as having demonstrated 'competence in application'.
As Low As Reasonably Practicable (ALARP)	This requires risk to be reduced to an acceptable and justifiable level.
Assessment(s)	The process of making judgements about performance. The means by which evidence of performance is collected and compared with the requisite standard and a judgement about performance is made and recorded.
Assessment against development objectives	Using various techniques such as tests, observations of performance and discussions to measure team members' current skills, knowledge and performance against the agreed objectives for development.
Assessment of performance	A balanced analysis of performance against planned objectives, taking all relevant factors into account
Assessor	A person acceptable to the CAA to make judgements about performance against the requirements of the Standards published in CAP 699.
Attitude	A state of mind, which governs the manner of an individual's thoughts and actions.
Authorised people	Team members, colleagues working at the same level as yourself, higher-level managers or stakeholders, personnel specialists and members of selection teams or boards.
AWM	Aviation (or Airport) Watch Manager
Competence	The ability to apply knowledge, understanding and skills in performing to the standards required in employment. This includes problems and meeting changing demands.
Competence in Application	The ability of individuals to demonstrate consistently that the performance outcomes defined for their role can be achieved to the standard expected in the workplace.

Competent in Acquisition	The ability of individuals to demonstrate that they can apply the learning acquired in the workplace to the standards defined in the performance criteria for their role.
Confidentiality	Only providing information to those who are authorised to have it.
Contingency plans	Your plans to ensure that arrangements are in place to manage shortfalls
Continuous Assessment	Continuous assessment is defined as regularly engaging in processes that review the workplace performance of all aspects of a Firefighter's work, measured against the standards applicable to that role.
Continuing Professional Development (CPD)	A process of tracking and documenting the skills, knowledge and experience that you gain both formally and informally as you work, beyond any initial training. It's a record of what you experience, learn and then apply.
Contributions	Ideas and information which people want or need to raise in discussions.
Corrective action	Altering activities, modifying the use of resources or re-negotiating the allocation of resources in response to deviations from plans.
Debrief	A means of analysing an outcome of workplace/ training activity, which confirms the success of the activity or identifies where there is an opportunity to promote improvements to personal and organisational performance.
Defence Fire Risk Management Organisation (DFRMO)	DFRMO brings together the various elements of the Ministry of Defence Fire and Rescue services.
Development activities	Any activities undertaken by team members to develop knowledge and skills, such as carrying out work-based projects or assignments, observing expert colleagues at work, reading books and specialist journals, undertaking open learning or computer-based training, attending training courses or conferences.

Digressions	Discussions or contributions which deviate from the purpose and objectives of the meeting.
Dynamic Risk Assessment	The continuous assessment of risk in the rapidly changing circumstances of an operational incident, in order to implement the control measures necessary to ensure an acceptable level of safety.
Element	A description of the main activities necessary for the completion of the function described in a unit of competence. They are the subdivisions into which the function can be broken down.
Equal access	Giving every member of your team the same opportunity to be involved in activities or to use resources.
Evidence	<p>Anything that is presented as proof of competence. It includes:</p> <ul style="list-style-type: none"> • Direct Evidence – produced as a result of direct observation by the Assessor, including Performance Evidence and Supplementary Evidence. • Performance Evidence – generated from observation of real work and / or simulation. • Supplementary Evidence – the result of questioning to determine understanding and underpinning knowledge. • Diverse Evidence – the combination of Direct and Indirect Evidence. • Indirect Evidence – produced by other Assessors or qualified instructors to support Direct Evidence.
Evidence requirements	<p>Any evidence provided during assessment should be:</p> <ul style="list-style-type: none"> • Valid – it must relate to the criteria being tested and be a significant indicator of the individual's ability to perform to the required standard • Sufficient – there should be enough evidence made available that will cover all the elements and performance criteria

	<ul style="list-style-type: none"> • Current – evidence must be capable of being reproduced in appropriate circumstances and on different occasions (not just a one off)
Feedback on performance	Information you give to team members on how well they are performing against the objectives which have been agreed.
Fire and Rescue Service (FRS)	The local authority fire and rescue service.
Formative assessment	Evidence gained from training, incidents and relevant real work activity over a period of time, used to confirm competence.
Frequency analysis	An analytical process to determine how frequently training and assessments in particular areas should be repeated within a programme of training, to ensure continued competence.
Function	A complete activity that may take into account a number of tasks.
Hazard	Something with the potential to cause harm. For example, a physical situation often following some initiating event that can lead to an accident.
HRET	High reach extendable turret
Identification of development needs	Identification of the gap between the demands of team members' jobs (both now and in the foreseeable future) and their current level of performance, knowledge and skills.
Improvements	Changes to work conditions or practices designed to improve efficiency or effectiveness.
Individual aspirations	The personal wishes of individual team members to improve their performance at work, their career prospects or their personal circumstances.
Individual needs	Consideration should be made for the individuals learning styles, any learning support, work constraints and any other individual needs.
Incident Command	The ICS provides the recognised nationwide, safe and

System	effective system for managing operations. It is underpinned by the key principles of national guidance, which supports the delivery of a safe, effective and efficient operational response, using planned and systematic processes to minimise personal and organisational risk.
Information	What you and other people need to carry out your work effectively.
Knowledge, Understanding and Skills (KUS)	What the individual must know or understand in order to carry out a role to the standard required (skill). The context and expression of knowledge, skills and attitude and how they are applied in the work environment.
Lead meetings	The way you manage the discussions, avoid digression, avoid conflict and encourage engagement so that a satisfactory result can be achieved.
Learning and Development (L&D)	The ability of individuals to acquire the knowledge, skills, attitude and understanding required in performing the functions defined for their role.
Learning Outcomes	Learning outcomes identify what the learner will know and be able to do by the end of a programme of training.
Maintenance of Competence (MoC) Scheme	A structured framework that can be used to, maintain skills and assess the competence of Rescue and Fire Fighting Service personnel.
Meetings	Coming together with other people to give them information, consult with them or reach decisions agenda minutes action points etc.
Monitoring	Keeping a close eye on how resources are being used and comparing this with budgets and other plans.
National Occupational Standards (NOS)	Are statements of the standards of performance that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding.
Objectives	Clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and

	time-bound.
Obstacles to learning	Physical obstacles such as lack of resources, time or appropriate development opportunities; or mental obstacles such as the attitude of the learner, yourself or your colleagues which need to be modified if effective learning is to take place
Organisational constraints	Your organisation's policies, objectives and level of resources which limit your freedom to take decisions and action
Organisational objectives	Clearly defined and measurable results which your organisation is scheduled to achieve
Organisational/aerodrome procedures	Procedures to be followed in your organisation when developing teams and individuals and recording information
Others	Team members, colleagues working at the same level as yourself, higher-level managers, specialists, person(s), organisation(s), department(s), either inside or outside your organisation for whom you are providing services or products team, relevant others, sponsors and people outside your organisation.
Performance Criteria	The standards used by assessors to evaluate individual performance.
Performance Outcomes	Used to confirm that the individual can consistently apply the knowledge, skills, attitude and understanding identified in their role-map.
Performance Standards	Benchmarks or specifications of expected work performance.
Personnel	All people working for your organisation; these may be internal or external workers, permanent or temporary, full-time or part-time, paid or voluntary.
Plans	Documents or spoken agreements, which describe the work to be carried out, when, by whom, to what standard and with what resources, in order that requirements and objectives can be met.

Plans for the development of teams and individuals	Documents or spoken plans which describe the development to be undertaken – when, by whom, to what standard and with what resources – in order that requirements and objectives can be met
Policies	Guidelines which cover the allocation of work such as equal opportunities, training and development and performance management
Prioritisation	Deciding the relative importance and urgency of objectives and tasks so that you know in which order to tackle them
Proceedings	Legal or aerodrome procedures which require presentation of information collected in a factual, evidential manner
Proficiency checks	Formal assessment of competence carried out by an assessor at predetermined intervals in order to ensure competence in critical functions.
Qualifications / qualified	The term 'qualified' denotes fitness for purpose. This may be achieved through fulfilment of the necessary conditions such as completion of required training, or through the gaining of suitable experience. It also includes the ability, capacity, knowledge, or skill that has been identified as critical to a particular role.
Recipients	The people who receive the information and advice you provide.
Recipients' needs	Presenting information in ways that meet with any specific requirements of the recipient.
Records	An aerodrome reporting mechanism.
Relevant people	Team members, colleagues working at the same level as the manager, higher-level managers and sponsors, personnel specialists, people outside the organisation, customers and suppliers
Requirements	The outputs of work agreed, specified in terms of quality, quantity, delivery and health and safety.
Rescue and Fire Fighting	The international term used to describe the airport fire

Service (RFFS)	service.
Resource constraints	Limitations on the amount of time, effort and materials you can give to providing others with information and advice.
Resources	The people, time, equipment, materials, services, energy and premises which you have at your disposal
Risk Assessment	A systematic process of evaluating the risks that maybe involved in an activity and the steps that may need to be taken to prevent harm.
Risk	A risk is the chance, high or low, that any hazard will actually cause someone harm.
Role	A group of functional activities.
Role-mapping	The collection of performance outcomes grouped together into functions that define the activities relevant to a particular role.
Safe Person Principle	The safe person principles establish the foundation for effective health, safety and welfare management in the RFFS operational environment. These require the assessment and selection of people with the appropriate skills, abilities and attributes to make safe judgements in an emergency situation; who are aware of their role in an incident command system, their own safety and the safety of others, and who can accept and safely implement the instructions of their supervisors, managers and commanders.
Safety Management Systems	A formal process for managing safety, including the necessary organisational structures, accountabilities, policies and procedures
Schedules	Documents showing the work to be done, when and, sometimes, by whom.
Service delivery	The full range of services within the responsibility of the person
Simulation	Any training and / or assessment exercise, which seeks to

	reproduce a real life situation. Simulations can be used where assessment is difficult to carry out or where there is limited scope to capture real work evidence.
Skills	Behaviours or actions, which require practice in order to be performed satisfactorily. The skills or abilities may be manual, social, interpersonal or intellectual.
SMART objectives	Specific, measurable, achievable, realistic and time-based objectives
Sources of funding and resources	Internal and external sources within your sphere of responsibility
Structured Learning Programme (SLP)	An SLP comprises training organised in a manner that enables individuals to achieve competency in a particular set of roles and/or tasks according to their grade (Firefighter, Supervisor and Manager).
Summative Assessment	An evaluation of competence normally through direct observation.
Supplementary materials	Supporting information from a range of sources.
Systems and procedures for recording and storing information	The methods of recording and filing information for future use which your aerodrome requires.
Task Analysis	A task analysis identifies the tasks required to be carried out by each member of the RFFS in relation to the role they are expected to perform.
Task and Resource Analysis	A qualitative risk based approach to identify the resources required to undertake identified tasks in real time.
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working.
Technology	This may include using telephone / video conferencing, or any other suitable method of communicating that is not through the face to face medium.

Training Needs Analysis (TNA)	A training needs analysis will identify the underpinning knowledge, understanding and skills (KUS) required to carry out the tasks required of RFFS personnel in relation to their role.
Training Provider	An aerodrome operator (or other training organisation) who provide training and proficiency check programmes for RFFS personnel.
Unit	The grouping of elements of competence within a standard.
Values	The values of your organisation which may be reflected in your organisation's mission, standards of work, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and environmental policies.
Verification	The process of monitoring and quality assuring assessment, its systems and processes. Verification should provide quality assurance of both the training and the assessment system.
Verifier	A verifier ensures that the assessment process is carried out according to the set procedures and to the specified requirements of the Standard.
Virtual Reality	Virtual reality can be used in many training and assessment scenarios as it confers a wide range of benefits which includes realistic visual stimulus in a safe and controlled environment.
Working conditions	The circumstances in which you and your team work; these include the physical environments, equipment, materials and working procedures.

Introduction

Compliance with statutory requirements

Whilst the content of this CAP is provided as guidance material, it is intended to support aerodrome operators in complying with their statutory obligations. The content may also be used by training providers as the basis for RFFS training and proficiency check programme.

The UK Civil Aviation Authority (CAA), in co-operation with industry, periodically reviews the adequacy of the training and competency standards for rescue and fire fighting personnel. These reviews are carried out in collaboration with the Airport Operators Association (AOA), aerodrome operators, representative associations, and RFFS training providers.

Purpose

Aerodrome Operators, whether following the requirements of Commission Regulation (EU) 139/2014 (EASA Rules) or CAP 168 (National Requirements) are required to establish and manage a training programme for RFFS personnel, and a proficiency check programme at adequate intervals to ensure continued competence.

Chapter 1

Establishing a training and proficiency check programme for RFFS personnel

Scope

- 1.1 In order to establish and implement an effective training and proficiency check programme, the aerodrome operator / training provider should consider a systematic approach which is based on the following phases:
- a) Establish Role Maps for each identified role
 - b) Carry out a task analysis for each role
 - c) Complete a training needs analysis
 - d) Establish a training syllabus
 - e) Establish a proficiency check programme
 - f) Establish a validation and review programme

Establish role maps for each identified role

- 1.2 Role-maps have been established within this guidance for the generic roles of:
- Aviation RFFS Firefighter
 - Aviation RFFS Supervisor
 - Aviation RFFS Manager
- 1.3 Each role-map is a collection of the functions that have been identified as being common to that particular role. These functions have been titled as Units. The Units that makeup the role maps are referred to collectively as the 'Standards for the competence of aerodrome rescue and fire fighting service personnel'.
- 1.4 Role-maps provide a tool against which performance can be assessed and measured in order to plan for the four stages of development, namely:

- Learning and development
- Achievement of competence
- Maintenance of competence
- Continuous professional development (CPD)

1.5 Below is a breakdown showing how the role-maps are structured (Figure 1), together with an explanation of their component parts. Each role-map contains a number of units presented as follows:

Key to table:		
C	Core	A unit mapped to a core activity for the role. When this unit appears in a role-map, competence in this function must be acquired and maintained.
R	Role related	Where competence is required for a specific role by an individual within the organisation, it must be acquired and maintained.
D	Development	A unit with a value as a developmental activity in this role.
O	Optional	This is an optional unit that can apply to any role.
	Blank	Where a box has been left blank it is deemed not applicable to the role.

Unit	Unit title	Firefighter	Supervisor	Manager
Aviation firefighter core units				
AFF1	Gather and manage information to mobilise a fire and rescue response	C	R	R
AFF2	Site and position fire service vehicles at an incident site	C	R	R
AFF3	Extinguish fire at aircraft incidents	C	R	R
AFF4	Save and preserve endangered life at incidents	C	R	R
AFF5	Respond to operational incidents requiring breathing apparatus	C	R	R
AFF6	Operate fire service water pumps, monitors and high reach extendable turrets (HRET)	C	R	R

AFF7	Working at height in fire and rescue	C	R	R
Aviation firefighter role related units				
AFF8	Protect life and the environment from the effects of hazardous materials	R	R	R
AFF9	Incidents involving military aircraft	R	R	R
AFF10	Provide a first response to water based incidents	R	R	R
AFF11	Aerodrome emergency planning	R	R	R
AFF12	Educate your aerodrome to improve awareness of fire and rescue safety matters	R	R	R
Aviation supervisor units				
AWM1	Lead the work of teams and individuals to achieve their objectives		C	R
AWM2	Maintain activities to meet requirements		C	O
AWM3	Manage information for action		C	O
AWM4	Plan and contribute to the development of teams and individuals		C	O
AWM5	Investigate and report on events to inform future practice	D	R	C
AWM6	Lead and support people to resolve operational incidents		C	R
AWM7	Aerodrome emergency planning	D	C	R
Aviation fire service manager units				
AFSM 1	Lead, monitor and support people to resolve operational incidents		D	C
AFSM 2	Determine solutions to hazards and risks identified through inspection and investigation		D	C

AFSM 3	Plan and implement activities to meet service delivery needs		D	C
AFSM 4	Manage the effective use of resources		D	C
AFSM 5	Manage the performance of teams and individuals to achieve objectives		D	C
AFSM 6	Develop teams and individuals to enhance work based performance		D	C
AFSM 7	Provide information to support decision making		D	C
AFSM 8	Aerodrome emergency planning		D	C

1.6 The generic role maps above can be adapted to reflect local aerodrome operations and tasks.

1.7 When establishing role maps, consideration should also be given to the full range of aerodrome functions carried out by RFFS personnel e.g. wildlife hazard management.

Carrying out a task analysis for each role

1.8 A task analysis is a systematic identification of the fundamental elements of the role and an examination of the knowledge and skills required to perform the role effectively.

1.9 The analysis should consider all aspects related to the role including but not limited to:

- The technical and practical aspects of the role
- Task duration
- Task frequency
- Complexity
- Environmental conditions

- Safe systems of work associated with the task
- Any other unique factors which may impact on the performance of the task

1.10 Having completed a task analysis, it will then be possible to identify the underpinning knowledge and skills required to undertake the task competently.

Complete a training needs analysis

1.11 A training needs analysis will identify the training that will be required to acquire and maintain the underpinning knowledge, understanding and skills identified for each role in the task analysis.

1.12 A training needs analysis should be developed for the following:

- 1) Initial role-specific training – acquisition of knowledge and skills
- 2) On the job training – application of skills following acquisition
- 3) Recurrent training – maintenance of competence
 - a) Maintenance of skills – refresher training
 - b) Work place assessments – proficiency check
- 4) Differences training – the training provided for personnel assigned to different duties or for personnel recruited from similar roles

1.13 The aerodrome operator should determine the required personnel qualifications, in accordance with the applicable requirements (and the national and European Union legislation where applicable). A documented system with defined responsibilities should be in place, in order to identify any needs for changes with regard to personnel qualifications.

1.14 Having developed the above, consideration should be given to the decay of underpinning knowledge and skills. In order to address potential decay, a frequency analysis should be carried out and the outcomes reflected within the recurrent training programme.

1.15 A typical frequency analysis would cover:

- **Criticality** – Importance of the task in relation to the achievement of operational objectives
- **Complexity** – The level of underpinning knowledge and understanding required and the level of difficulty of the task
- **Repetition** – How often the task take place during real work/training
- **Effort** – How physically demanding is the task
- **Risk** – The severity of the outcome to the fire fighter or others who may be affected by poor performance
- **Change** – How often is the performance of the task likely to be affected by change

NOTE: Various frequency analysis models are available.

- 1.16 The analysis should be used to determine the frequency of recurrent training and where the task is deemed critical their associated proficiency checks.
- 1.17 The analysis should be recorded and available for review following changes to the components listed in 1.15 or periodically as defined within the aerodrome / training provider's policy.

Establishing a training syllabus / programme

- 1.18 The training syllabus should reflect the training needs analysis as described in 1.12. Personnel should complete initial acquisition training prior to the initial performance of their duties.
- 1.19 The training syllabus should describe the intended learning outcomes, behaviour and learning goals that are expected throughout the program. A description of how learners are expected to participate and course content, including relevant technical study material and overall grading rubrics should be included. How learners will be supported when they do not achieve the standards should also be described.
- 1.20 The training programme should include initial and recurrent instruction in at least the following areas:

-
- Aerodrome familiarisation
 - Aircraft familiarisation
 - RFFS personnel safety
 - Human performance, including team co-ordination
 - Emergency communication systems on aerodrome, including aircraft fire related alarms
 - Use of firefighting and rescue equipment
 - Application of the types of extinguishing agents required
 - Emergency aircraft evacuation assistance
 - Firefighting operations including live fire drills commensurate with the types of aircraft expected to use the aerodrome
 - Adaption and use of structural rescue and firefighting equipment for aircraft rescue and firefighting
 - Dangerous goods
 - Familiarisation with firefighters' duties under the aerodrome emergency plan
 - Personal protective clothing and respiratory equipment
 - Driving and operation of appliances including turrets and other equipment
 - Composite materials
 - Low visibility procedures
 - Recognition of aircraft ballistic parachute systems during emergency operations
 - Safety Management System (SMS) training appropriate to level of responsibilities and involvement in the SMS
- 1.21 Where training programme prerequisites are required in respect of qualifications and experience, they should be described.
- 1.22 Set out the process by which an individual may submit accredited prior learning or additional alternative evidence of competence.
- 1.23 Suitable lesson plans, instructor notes, presentations, training notes and assessment materials.

- 1.24 The training programme should include a validation process that measures the effectiveness of the training.
- 1.25 The methods used to confirm competence during the delivery of the training programme could include:
- Practical demonstration through simulation
 - Oral or written tests
 - Computer-based assessments including Virtual Reality (VR)
 - Formative and summative assessments
 - Combination of such methods

Establishing a proficiency check programme

- 1.26 The purpose of the proficiency check is to establish the ability of an individual to perform satisfactorily, safely and in accordance with the applicable requirements.
- 1.27 The role-map framework (see 1.5 – figure 1 above) may be used as the basis for a proficiency check programme, and can provide the criteria against which assessments of competence of RFFS personnel in all roles (e.g Firefighter, supervisor, manager) can be made.
- 1.28 Proficiency checks should verify that personnel are aware of the rules and procedures relevant to their duties and responsibilities.
- 1.29 Proficiency checks should be conducted by nominated assessors, with the evidence from assessments judged from methods described in 1.25.
- 1.30 Naturally emerging evidence from real work activity should be considered a more suitable form of evidence than simulation.
- 1.31 The proficiency check programme should include a validation process that measures the effectiveness of the programme.
- 1.32 The frequency of proficiency checks should be subject to a validation and review programme.

Establishing a validation and review programme

- 1.33 The aerodrome/training provider should establish a validation and review programme to ensure that the consistency and accuracy of proficiency checks is maintained.
- 1.34 The review programme should set a plan to cover a representative sample of assessments across the year.
- 1.35 Over a period of time (6-12 months) the internal quality assurance strategy should be based on sampling all:
- Assessors
 - Learners
 - Units
 - Assessment methods
 - Types of evidence
 - Assessment records
 - Assessment locations
- 1.36 Internal Quality Assurance (IQA) must include observation. Ideally this will take place at all stages of the assessment process, i.e.:
- Assessment planning
 - Observation of learner performance
 - Briefing a learner
 - Questioning and giving feedback
 - Assessment of evidence
- 1.37 Personnel who carry out IQA should be suitably qualified at a level commensurate with the size and complexity of the training and proficiency check programme.
- 1.38 Instructors, assessors and IQA personnel should not be involved in assessment decisions where they have an interest in the learner.
- 1.39 Assessors under development should be subject to 100% IQA sampling.

- 1.40 A training standardisation and development committee should be established to:
- Ensure consistency of assessment decisions and associated records
 - Provide continuous improvement of the programme
 - Review and implement changes to Industry Standards as appropriate
 - Consider the learning that arises from aircraft accidents or other such events
- 1.41 In establishing the training standardisation and development committee, the following should be considered:
- Terms of reference
 - Meeting chair
 - Attendees
 - Frequency of meetings
 - Standing agenda
 - Process for recording minutes and tracking actions

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Chapter 2

Managing a training and proficiency check programme for RFFS personnel

Training policy

- 2.1 The Aerodrome Operator/Training Provider should establish a training policy which sets out the principal objectives of the training and proficiency check programme. The policy should:
- Identify and define the strategic learning and development process; including development aims, objectives and priorities
 - Establish the structure, management, human and physical resources and facilities for the delivery of training
 - Establish the process for managing the training needs of any personnel transferring into the organisation
 - Establish the process by which the hazards relating to training delivery are identified and managed
 - Define assessment methodologies
 - Establish SMS and human/organisational factors in all aspects of the training
 - Establish the process for auditing, evaluating and reviewing the delivery of training and assessments (IQA process)
 - Define the process for continuous improvement which includes feedback from learners
 - The policy should set out the procedures to be followed in the event of a dispute regarding any individual's competence identified during assessment
 - Establish equality and diversity as key principles of the training and proficiency check programmes
 - Detail the process for reviewing the training policy including version control

- Be published in or cross-referenced to the Aerodrome Manual

Training resources

2.2 The aerodrome operator / training provider should provide suitable training resources that are commensurate with the type and scale of aerodrome operations and the size and complexity of the training and proficiency check programme. These should include:

- **Physical**
 - Live fire training facilities
 - Aircraft simulator commensurate with the types of aircraft operating at the aerodrome
 - Virtual Reality (VR) Simulator
 - Classroom(s)
 - Vehicles, media and equipment (including servicing and maintenance facilities)
 - Hygiene and welfare facilities
- **Human**
 - Training Manager
 - Instructors / trainers / assessors
 - Internal Quality Assurers (Verifiers)
 - Safety operatives / Support staff

2.3 Live fire training facilities should make provision for RFFS personnel to practice the tactics and techniques for the control and extinguishment of aviation fuel fires including pressure fed fires.

2.4 Ideally live fire training should involve class B liquid fires. However, taking into account the various requirements and sources of guidance, the use of Liquefied Petroleum Gas (LPG) may be considered as a suitable alternative to the use of Class B liquid fuels. This is based on the principles that:

- LPG can enhance safety during training due to its controllability

- Environmental constraints can restrict the use of Class B liquid for fire training at aerodromes
 - Generating high volumes of black smoke may not be acceptable at an aerodrome
- 2.5 It is important that, if LPG is used during live fire drills, RFFS personnel are provided with suitable training to enable them to recognise the differing characteristics of LPG as opposed to class B fires when used to simulate realistic fire training.
- 2.6 Provision should also be made for RFFS personnel to periodically practice the application of the types of extinguishing agent available at the aerodrome onto a Class B liquid fire.
- 2.7 The frequency of live fire drills, and the periodic application of firefighting agent to control and extinguish a Class B fire, should be determined through a suitable decay analysis.
- 2.8 Aircraft simulators should be commensurate with the types and size of aircraft operating at the aerodrome.
- 2.9 The aircraft simulator should make provision for RFFS personnel to practice:
- Command and control
 - Aircraft external fires
 - Aircraft internal fires
 - Gaining entry
 - Search and rescue
 - Specialist equipment drills e.g. HRET, aerial appliances, rescue/emergency stairs
- 2.10 The simulator should be designed in accordance with the relevant standards and should be subject to a suitable inspection and maintenance programme by a competent authority.

- 2.11 Aerodrome operators / training providers may wish to consider the benefits of VR simulation in support of training and proficiency checks.
- 2.12 Arrangements should be made for the delivery of technical training with a range of appropriate equipment, this could include classrooms or other suitable locations.
- 2.13 Technical training should be delivered in an environment that is suitable for learning without unnecessary distractions.
- 2.14 Vehicles, media and equipment used for training should wherever possible reflect those in use at the aerodrome, and should be subject to suitable inspection and maintenance regime.
- 2.15 Aerodrome operators / training providers should provide suitable hygiene and welfare facilities, which may include:
- Toilets and showers
 - Changing areas
 - Rest areas
 - Smoking areas where appropriate
 - First aid
 - Dirty / clean areas for equipment servicing / exercise briefings
- 2.16 Depending on the size and the complexity of the training and proficiency check programme the aerodrome operator may wish to nominate a training manager / lead IQA whose responsibilities should be the establishment, coordination, implementation of training programmes, and relevant record keeping of personnel training, as well as the IQA programme.
- 2.17 The aerodrome operator should nominate instructors and assessors to be used for the implementation of the training and proficiency check programmes. The personnel to be nominated may also include contracted instructors for individual subjects.

- 2.18 The aerodrome operator may also nominate personnel proposed by organisations operating or providing services at the aerodrome to be used as instructors and assessors for the implementation of the respective part of the training and proficiency check programmes of these organisations' personnel. In any case, the responsibility to ensure the proper implementation of the programme is with the aerodrome operator.
- 2.19 A person may be qualified and nominated both as an instructor and as an assessor by the aerodrome operator. However, such a person may not provide assessment for own instruction, courses, or material.
- 2.20 Theoretical instruction should be given by appropriately qualified instructors. They should have:
- appropriate level and depth of knowledge in the field where instruction is to be given
 - documented ability to use appropriate instructional techniques
 - adequate experience in the subject where instruction is to be given
- 2.21 Instruction on practical skills should be given by appropriately qualified instructors who:
- meet the theoretical knowledge, and the working experience requirements appropriate to the instruction being given
 - have demonstrated the ability to instruct, and to use appropriate instructional techniques; are proficient in instructional techniques in the areas in which it is intended to provide instruction
 - receive regular refresher training to ensure that the instructional competences are maintained
- 2.22 The persons who are responsible for assessing the competence and skills of the personnel should:
- have demonstrated the ability to assess the performance of, and conduct tests and checks in the areas covered by the training
 - receive regular refresher training to ensure that the assessment standards are maintained up to date

- meet the theoretical knowledge requirements appropriate to the instruction being given and have adequate working experience in the area of instruction
- 2.23 The IQA's role is critical in ensuring that assessments are appropriately conducted, and assessment decisions are formed on sufficient and valid performance evidence.
- 2.24 The IQA must have an appropriate qualification and/or expertise in the subject area, and must be familiar with training and proficiency check standards.
- 2.25 Suitable personnel for the functions of safety monitoring and training support should be available, their roles include:
- pre-assessment of training facilities
 - setting up the training scenario
 - training simulator operator
 - monitoring the safety of learners
 - maintaining training site communications
- 2.26 When planning and assessing the resources / facilities as described above, the aerodrome operator / training provider should consider appropriate resilience and contingency arrangements.

Management of information

- 2.27 The aerodrome operator / training provider should determine the sources of information upon which the training and proficiency check programme is based. Such information could include:
- International, European, and national civil aviation publications
 - National fire and rescue sector operational guidance
 - Aerodrome documents (aerodrome manual, emergency plan document etc.)
 - Special bulletins

- Aircraft Accident reports
 - Health and safety legislation
- 2.28 The Information Management System should make appropriate provision for the storage of the above information in paper and/or electronic format.
- 2.29 Information should be periodically reviewed to ensure it remains valid and up to date, examples could include:
- changes to legislation, guidance
 - learning from accidents / incidents
 - aerodrome operational changes
- 2.30 Where new or updated information is published, the aerodrome operator/training provider should employ effective change management principles when introducing the information to the training and proficiency check programme.
- 2.31 Aerodrome operators / training providers should seek to continuously improve the training and proficiency check programmes. This could be achieved by:
- establishing training performance indicators
 - regular review of the training and proficiency check programme
 - assessment of training effectiveness
 - actions and outcomes from the training standardisation and development committee
 - feedback from learners
 - best practice shared through industry representative forums

Performance recovery

- 2.32 Aerodrome operators / training providers should establish policy and procedures for learners who do not achieve or maintain the required standards.

- 2.33 Learners who are enrolled in initial acquisition programmes and have been identified as not achieving the required standards should be supported through the process described in 1.18.
- 2.34 The policy and procedures relating to performance recovery described within the training policy should include:
- How training needs will be identified and discussed with the learner
 - The recovery action plan agreed between the assessor and learner following identified training needs or return from long term absence or secondment
 - Appeals / disputes procedure
 - The reassessment and the course of action should the learner not meet the required standard again
 - Independent assessment by another assessor and or escalation to an IQA
 - Escalation to capability support

Record keeping

- 2.35 A robust and auditable recording system shall be established. It will validate for each entry who assessed and confirmed the candidate's competency.
- 2.36 Records should be kept of personnel training as well as the proficiency check programmes, stored in a manner that ensures protection from damage, alteration and theft and kept for at least four years after the end of the individual's employment.
- 2.37 Records should be kept in paper form, or in electronic format, or a combination of both. The records should remain legible throughout the required retention period.
- 2.38 Paper records should be of a robust material which can withstand normal handling and filing. Computer systems should have at least one backup system which should be updated within 24 hours of any new entry.

- 2.39 Computer systems should include safeguards against the ability of unauthorised personnel to access or alter the data. When hardware or software changes take place, all necessary data should be accessible, at least through the full retention period. In the absence of any indication, all records should be kept for a minimum period of five years.
- 2.40 A training file should be developed for RFFS personnel at all levels, to assist in identifying and tracking training requirements, and verifying that personnel have received the planned training.
- 2.41 The aerodrome operator should record the following information for each employee:
- Starting date of employment / ending date of employment (if applicable)
 - Area of activity
 - Previous work experience
 - Qualifications
 - Training (before entry and subsequent)
 - Proficiency checks
 - Latest changes should be reflected into personnel records
- 2.42 The aerodrome operator / training provider should maintain records of the training sessions that it has provided, including as a minimum:
- Details of events and scenarios
 - Individual or team involvement and specific elements
 - Date and duration of training
 - Name of the instructor / training
 - The assessment detail and results
 - Failure to attain the standard
 - Recovery to operational standards
 - Certificate of attainment, where issued
- 2.43 The aerodrome operator / training provider should maintain records of each individual, including as a minimum:

- The name of the learner
- The date(s) and the duration of training
- The name of the organisation that provided the training
- The subjects covered, and the methodology of the course
- Any comments made by the instructor / trainer if applicable
- The performance evaluation of the learner if applicable
- The name and signature of the instructor / trainer which may be recorded as an electronic entry

2.44 The aerodrome operator / training provider should maintain records of proficiency checks for each individual, including as a minimum:

- The name of the person checked
- The date(s) and the duration of the proficiency check
- The methodology of the check conducted
- Any comments made by the assessor
- The performance evaluation of the person checked
- The name and signature of the assessor which may be recorded as an electronic entry

Chapter 3

Standards for the competence of rescue and firefighting service personnel

Introduction

3.1 The materials in this document build on previous drafts and feedback and draw on:

- Previous industry working groups
- National Occupational Standards (NOS)
- Fire Rescue Sector Vocational Standards
- Learning and development standards
- Management standards

3.2 Effort has been made to retain comparability between the standards prepared by the CAA and the NOS. This will ensure access to the revised NVQ structure remains an option whilst ensuring the integrity of the framework and detailed competencies for the aerodrome environment.

3.3 Standards for competence can be used as the basis for developing and delivering an effective training and proficiency check programme. In addition they can provide assurance that the performance of individuals and teams is measured against national standards.

3.4 Training for competence is an essential part of the 'safe person principles' and when delivered by aerodrome operators and or training providers will enable RFFS personnel to demonstrate that they can consistently and competently perform their work against a framework of national standards. Training for competence provides:

- A systematic method of managing and organising the development, delivery and evaluation of the training and proficiency check programme.

- An objective assessment process that can be used to measure the acquisition and application of knowledge, skills, attitude and understanding.
- A framework on which initial acquisition training can be based in order to assure compliance with the statutory requirements.

3.5 The structure of CAP 699 consists of the NOS, which are broken down into various parts that reflect the role of the Aerodrome Rescue and Fire Fighting Service. The structure consists of Units, Elements (where applicable) Performance Criteria, Knowledge, Understanding and Skills, Evidence and Cross Referencing as defined below.

Units	Units define the broad function carried out in a particular role. The Unit title describes the task—for example 'Save and Preserve Life at Incidents'.
Components / elements	<p>A unit is sub-divided into components / elements which will achieve the task—'Save and Preserve Endangered Life at Incidents' will require 4 tasks to achieve a satisfactory outcome to the task:</p> <ol style="list-style-type: none"> 1. Conduct a search for life 2. Rescue life involved in incidents 3. Provide treatment to casualties 4. Support people involved in an operational incident <p>Each task relates to the demonstration of knowledge, understanding and skills, which you will perform in order to achieve a satisfactory conclusion of the work task.</p>
Performance criteria	These statements specify the level and quality of how a member of the RFFS performs the activity in different contexts and is determined by a number of statements called Performance Criteria, which are used to judge performance in achievement of the Unit title. All of the performance criteria must be met.
Knowledge, understanding and skills	These statements describe what you know and understand and how this applies to your job role. Knowledge, understanding and skills will be implicit through outcomes of the candidate's performance. Where clear evidence of knowledge, understanding and skills does not fallout

	naturally it will require separate evidence which will be in the form of oral and written evidence.
Evidence	These specify the rules for the evidence that an assessor must ensure is applied in order to ensure the evidence relating to the candidate confirms he/she has attained the standards stated for the element. This will ensure that the assessor sees evidence of consistent application of performance over a period of time.

- 3.6 In combining Performance Criteria, Knowledge, understanding and skills, and Evidence, the assessment process will ensure a competent workforce by demonstrating that members of the RFFS can perform all of the specified tasks consistently over a period of time to the agreed standard and in doing so apply knowledge, understanding and skills in all contexts. Following the assessment, evidence accepted during the assessment may then be used to support a claim of competence for another unit or element.
- 3.7 When conducting an assessment, Performance Based Evidence needs to be gathered to demonstrate competence over a range of contexts; this will require the inclusion of historical evidence to demonstrate consistent performance over a period time against the Unit criteria.
- 3.8 It is important to understand that completion of a training module does not in isolation determine that someone is competent. Competence can only be assessed and confirmed when there is sufficient and satisfactory evidence of consistent workplace performance.
- 3.9 The following example explains the use of these standards and how the components of a unit are related:
- One of the functions of a Supervisor's role is "Lead and Support People to Resolve Operational Incidents" (Unit AWM6). This unit contains four elements, one of which is "Plan action to meet the needs of the incident".
In order to perform this competently, one of the criteria to be met is:

“You plan action to lead and support your crew’s response to the incident”.

- In meeting these criteria, a person must satisfy the knowledge, understanding and skills specifications relevant to each of the PCs within the following areas: Health and Safety; Organisational; Personal and Interpersonal; and Technical.
- To meet the performance criteria it is necessary first to complete a learning and development programme and, under close supervision, work towards competence, as measured by the Standards in Acquisition. Once competence in acquisition has been achieved, performance will be continuously and pro-actively measured and assessed.

3.10 Wherever possible, performance evidence should be collected from real work activities supported by other relevant forms of evidence. However, given the nature of the Aerodrome RFFS activities, realistic simulation is acceptable to permit the required performance evidence to be demonstrated.

Aerodrome based roles

3.11 The primary generic roles attributable to personnel engaged in the aerodrome RFFS may be grouped under the headings of Firefighter, Supervisor and Manager. The additional terms Crew Commander, Watch Commander/Manager, and Senior Airport Fire Officer/Fire Service Manager have been used to assist aerodrome operators / training provider in understanding nationally agreed definitions; this terminology is a guide. The aerodrome operator may choose to adopt their own specific terms within the generic terminology of Supervisor and Manager.

Aviation RFFS Firefighter

3.12 The Firefighter role is mapped to 7 core and 5 role related units. There are common features in all the RFFS core roles, and there is a general acceptance and understanding of what role-related functions involve.

However, RFFS roles at aerodromes can vary due to a number of factors such as risk, resource availability, additional duties, and organisational structure.

Aviation RFFS Supervisor

(Crew Commander / Manager and Watch Commander / Manager)

- 3.13 The role of Supervisor may differ from aerodrome to aerodrome. Investigation into the critical differences between the supervisory roles has confirmed that the major development aspects occur at Crew Commander level. The main distinction in the progression of competence therefore occurs between Firefighter and Crew Commander. The distinction between Crew Commander and Watch Commander relates to the differences in responsibility and accountability.

Aviation RFFS Manager

(Station Manager / Senior Airport Fire Officer / Fire Service Manager)

- 3.14 Progression will involve making the transition from Watch Commander to Fire Service Manager introducing greater accountability. This significant change emphasises the difference between a role involving direct supervision of watch, to one of co-ordinating and managing the overall activities and performance of the RFFS. However, many of the core skills, which have been developed in previous roles, are still appropriate. It is the range and context of a role within these functions that will change.
- 3.15 The Fire Service Management units are provided to complement a corporate management development programme. Role related units and underpinning functions.
- 3.16 Chapter 1, Para 1.2, Figure 1 illustrates how the units are used to support development and progression through the aerodrome based roles.
- 3.17 Competence in the role-related units must be demonstrated before progression to the next role. Where a unit is relevant to a subsequent role, but not essential, the individual will have to maintain competence in a context that specifically relates to that role.

- 3.18 The role of Firefighter and the competence required in many of the role related fire fighting units underpin competence in all operational roles. The three units, AFF3, AFF4 & AFF5, are fire fighting functions that take place at operational incidents:
- AFF3 – Extinguish fire at aircraft incidents
 - AFF4 – Save and preserve endangered life at incidents
 - AFF5 – Respond to operational incidents requiring breathing apparatus
- 3.19 These units also support the role of the Supervisor in two ways:
- The Supervisor will, as a Firefighter, have achieved competence in these three units. However, there may be occasions when the Supervisor will perform the Firefighter role as a team member. When working in this way, the functions are described as 'role related'. It will therefore be necessary for the Supervisor to maintain competence in these three units, as they clearly relate to this role.
 - When performing a command function, the supervisor may perform elements of the role of a Firefighter but will in the main be responsible for "Lead and support people to resolve operational incidents" (Unit AWM6). However, these same units, AFF3, AFF4 and AFF5, will support or underpin the performance of the Supervisor in this leadership role. Consequently, it is the knowledge specification of these three units that must be maintained to support the competence of the Supervisor when performing this function.
- 3.20 A number of units can be used to underpin performance in other roles. Progression through each role depends on maintaining competence in the role-related functions.
- 3.21 Competence in the role-related units of a previous role must still be maintained. The units remain exactly the same in content and structure across all related roles. The command functions in both the Crew Commander and Watch Commander roles contain the same performance

standards and there is no difference in the standard of outcome that must be achieved. What differs is the scope which includes:

- Greater diversity of risk
- Additional human and physical resources
- Involvement with other agencies
- Increased responsibility and accountability
- Greater delegation of leadership

3.22 This enables the same unit to be used in the assessment of Supervisors (Crew Commander and Watch Commander), while providing a measure that can be used to assess performance.

3.23 The standards of competence have been developed to accommodate changes in systems of work, procedures, or equipment. Using outcomes to specify the performance standard allows for such changes without affecting the quality of evidence gained from the assessment process.

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Unit AFF1 – Gather and manage information to mobilise a fire and rescue response

Overview

This standard is about gathering the information you need to help co-ordinate a response to an event, for example mobilising to a fire. It also includes providing support to emergency callers.

Performance criteria

Gather information

- P1 Make sure you are available for operational duties as required by your organisation
- P2 Respond in a way that is appropriate to the type of alert and its urgency in line with your organisation's procedures
- P3 Gather information about incidents in line with your organisation's requirements
- P4 Decide on appropriate mobilising responses for incidents in line with your organisation's procedures
- P5 Provide relevant information to callers in line with your organisation's procedures, including for:
 - P5.1 Calls that do not need a mobilising response
 - P5.2 Referrals
- P6 Seek advice on further action from others when you do not have enough information in line with your organisation's procedures

Support emergency callers

- P7 Provide advice to callers on actions which can minimise risk to themselves and others in line with your organisation's information sharing procedures
- P8 Provide support to callers in ways which promote calm and consideration for others

- P9 Seek support from relevant others when required to deal with callers' needs in line with team member roles, your responsibilities and your organisation's procedures

Mobilise fire and rescue resources

- P10 Make sure resources specified for the type of incident are suitable and available in line with your organisation's procedures
- P11 Mobilise identified resources in line with your organisation's procedures
- P12 Alter attendance of resources if local mobilising conditions change in line with your organisation's mobilising procedures
- P13 Confirm that mobilisation has occurred as required in line with your organisation's operating procedures
- P14 Communicate information about the mobilisation to relevant others in line with your organisation's procedures
- P15 Communicate new and changing information about incidents to attending resources to support the operational response
- P16 Inform others of incidents that are relevant to them in line with your organisation's procedures

For the whole standard

- P17 Refer matters beyond your level of authority and ability to others in line with your organisation's procedures
- P18 Keep accurate records and provide these to others in line with your organisation's requirements
- P19 Work with others in line with your organisation's guidance, in ways that:
- P19.1 Provide practical support
 - P19.2 Are sensitive to callers situations and needs
 - P19.3 Support preservation of life and property
 - P19.4 Promote a positive image of your organisation

Knowledge and understanding

Health and safety

- K1 Safe working practices of your organisation

- K2 Hazards and risks of the workplace affecting people and the environment
- K3 How to use risk assessment information to make decisions
- K4 How to apply decisions based on the assessment of risk
- K5 Your organisation's control measures to mitigate risk

Organisational

- K6 How to access and interpret information from a wide range of sources, including feedback
- K7 Your organisation's objectives, emergency orders, systems of work, policies and working practices
- K8 Your organisation's systems, tools and procedures for recording and sharing information and how to use them

Personal and interpersonal

- K9 Methods and techniques for communicating with others
- K10 The importance of treating others with respect and consideration, taking account of, and accepting, diversity
- K11 Lines of communication and reporting in the workplace
- K12 Roles, responsibilities and limits of authority for self, others and other agencies in the workplace
- K13 How to plan and prioritise work in response to work demands
- K14 How to recognise signs and symptoms of stress
- K15 How to recognise and support distressed people
- K16 The importance of planning for contingencies and how to do so
- K17 How to solve problems and make decisions

Technical

- K18 Different types and sources of information
- K19 Different ways in which contacts make alerts
- K20 How to interpret different types of information
- K21 Different issues that can affect the availability of resources
- K22 Methods used to address shortfalls in resources
- K23 How to use mobilising systems and resources
- K24 How to identify resources required to meet operational needs

- K25 Resources and support available and how to access them
- K26 Your organisation's geographical area of responsibility
- K27 Sources of information about the community in your organisation's area of responsibility
- K28 Risks and hazards affecting your organisation's area of responsibility
- K29 The importance of keeping and providing accurate information
- K30 The importance of preserving evidence and how to do so
- K31 How to identify and provide appropriate safety advice
- K32 Your organisation's resource requirements for operational readiness

Additional information

Scope / range

Types of incidents

1. Emergencies
2. Non-emergencies
3. Events

Types of information

4. Spoken
5. Written
6. About the event and associated risks
7. To and from the caller
8. To and from other agencies
9. Emergency orders

Types of records

10. Written
11. Electronic
12. Audio

Types of contacts

13. Telephone callers
14. Text message contacts

15. Social media contacts
16. Other electronic and virtual contacts

Others

17. Colleagues
18. Line managers
19. Members of the public
20. Other agencies

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Unit AFF2 – Site and position fire service vehicles at accident sites

Overview

This unit is about driving a fire and rescue vehicle safely for non-emergency driving, and to an incident under emergency response conditions. The unit also covers preparing the vehicle to drive and siting the vehicle safely and securely at incidents.

This unit is not intended to reflect the requirements for statutory driver testing.

Target group

This unit is recommended for fire and rescue personnel who are required to drive Fire Service vehicles and who have undergone appropriate driver training and testing.

Performance criteria

Prepare to drive fire and rescue service vehicles

- P1 Check the vehicle to make sure it is fit for purpose and ready to drive on the airfield and public highway in accordance with organisational and legislative requirements
- P2 Familiarise yourself with the vehicle's controls before driving
- P3 Plan your route, taking account of the purpose of the journey and local conditions. Including awareness of critical areas with the aviation sector
- P4 Make sure you and the vehicle are ready for the next operation on completion of incident duties
- P5 Report any vehicle damage, defects and deficiencies to the relevant person within specified timescales

Drive fire and rescue service vehicles for non-emergency purposes

- P6 Drive, manoeuvre and park the vehicle within the requirements of relevant legislation and organisations requirements
- P7 Communicate with people in a way that encourages understanding, goodwill, and co-operation and promotes a positive image of yourself and your organization

- P8 Drive the vehicle safely
- P9 Make sure your records are in the agreed format, accurate, complete, legible and available to authorised users

Drive fire and rescue service vehicles for emergency response

- P10 Make the journey in the shortest time whilst minimising risks to life, property and the environment
- P11 Comply with all relevant legislation and organisational requirements. This should include protocol for crossing live runways
- P12 Drive the vehicle safely within its capabilities and your own limitations
- P13 Use warning devices only when they are appropriate to the situation
- P14 Ensure that an emergency response is justifiable and should be maintained
- P15 Continuously assess driving conditions and modify your driving to minimise risk to yourself, colleagues and members of the public
- P16 Manoeuvre and site the vehicle in the best position whilst avoiding undue risk to the vehicle, yourself and others
- P17 Obtain assistance of colleagues to guide difficult manoeuvres
- P18 Make sure that the siting and positioning of the vehicle does not interfere with access and operations
- P19 Treat colleagues and members of the public in a way that promotes a positive image of yourself and your organisation
- P20 Communicate with people in a way that encourages understanding, goodwill, and co-operation and promotes a positive image of yourself and your organization
- P21 Make sure your records are in the agreed format, accurate, complete, legible and available to authorised users

Knowledge and understanding

Legislative and organisational requirements

- K1 Own role and responsibilities in relation to health and safety in the workplace
- K2 Legislation and organisational policy covering driving

- K3 Legislation and organisational policy concerning emergency response
- K4 How and when to apply exemptions from the road traffic act
- K5 Purpose and implications of recording and reporting systems

Personal and interpersonal

- K6 How to communicate clearly and effectively with the range of people involved
- K7 How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity
- K8 Lines and methods of communication/reporting in the workplace
- K9 Roles, responsibilities and limits of authority of self, others and other agencies in the workplace
- K10 Effects of physical and physiological factors related to driving

Technical

- K11 Technical specifications of fire and rescue vehicles within own level of authority to drive
- K12 How and when to use vehicle warning devices and systems
- K13 The requirements for availability and operational readiness of vehicles
- K14 How to apply defensive driving techniques when driving to incidents
- K15 Factors to take into account when siting vehicles
- K16 Driving techniques for difficult/different driving conditions and terrains e.g. low Visibility conditions and off-paved driving
- K17 Awareness of vehicle roll-over and instability, causes, considerations and actions

Additional information

Scope / range

Types of incidents

1. Emergencies
2. Non-emergencies
3. Events

Types of information

4. Spoken
5. Written
6. About the event and associated risks
7. To and from the caller
8. To and from other agencies
9. Emergency orders

Types of records

10. Written
11. Electronic
12. Audio

Types of contacts

13. Telephone callers
14. Text message contacts
15. Social media contacts
16. Other electronic and virtual contacts

Others

17. Colleagues
18. Line managers
19. Members of the public
20. Other agencies

Unit AFF3 – Extinguish fire at aircraft incidents

Overview

This standard is about your ability to work as a team member to **extinguish fire at aircraft incidents**. You will need to understand how to control and extinguish fires, as part of either single or multiple crews. This standard includes using personal protective equipment and safely operating equipment to control and extinguish fires and minimise damage.

You will also provide emergency rescues, non-emergency responses, special services and other support to other agencies; from rescuing people trapped in machinery, vehicles or buildings, to pumping out floods or providing emergency water supplies.

Throughout this standard you will be expected to **provide support to others** directly and indirectly involved in operational incidents. Operational or physical support includes liaising with other agencies and maintaining security at the scene of an incident. Emotional support you provide to others requires you to reassure and comfort people whilst protecting their privacy and dignity.

Performance criteria

Control and extinguish fires

- P1 Confirm with relevant others your tasks and duties in relation to fire and rescue incidents in line with your role and responsibilities
- P2 Establish key factors about fire and rescue incidents and inform others in line with your organisation's procedures, including:
 - P2.1 Extent
 - P2.2 Nature
 - P2.3 Location
- P3 Establish risks affecting fire and rescue incidents in line with your organisation's risk assessment procedures
- P4 Use agreed methods and techniques to control and reduce fire in line with your agreed tasks and duties at an incident

- P5 Operate within appropriate risk control measures in line with your organisation's procedures
- P6 Use resources, equipment and personal protective equipment at fire and rescue incidents in line with their limitations, safety and operating instructions
- P7 You identify potential sources of ignition and re-ignition
- P8 You isolate or remove combustible materials from the risk area
- P9 You take action to protect damaged aircraft and property from further deterioration

Support people involved in an operational incident

- P10 Provide support to others at incidents in ways which promote calm, compassion and consideration for others
- P11 Restrict the view of incidents to avoid additional suffering in line with your organisation's procedures
- P12 Report anything which may adversely affect people's safety to others in line with your organisation's procedures

For the whole standard

- P13 Operate in a safe manner within your agreed level of responsibility and expertise
- P14 Work with others in ways that:
- P14.1 Encourage cooperation
 - P14.2 Support common understanding
 - P14.3 Promote a positive image of your organisation
- P15 Preserve evidence to meet the needs of investigations in line with your organisation's procedures
- P16 Inform relevant others when people's possessions and property are identified
- P17 Return equipment and resources after use and make sure they are secured and stored in line with your organisation's procedures
- P18 Keep accurate records and provide these to others in line with your organisation's requirements

Knowledge and understanding

Health and safety

- K1 Hazards and risks of the workplace affecting people and the environment in relation to fire and rescue operational incidents
- K2 How to make and apply decisions based on the assessment of risk in relation to fire and rescue operational incidents
- K3 How to apply practices that maximise the health, safety and welfare of yourself and others during fire and rescue operational incidents
- K4 The relevant safe systems of work for minimising the risk of entanglement e.g. aircraft wiring and cables

Organisational

- K5 Applicable CAA, fire service or other legislation relevant to carrying out search, rescue and casualty care
- K6 Record systems specific to your role and their use
- K7 Sources and availability of information

Personal and interpersonal

- K8 Methods and techniques for communicating with others
- K9 The importance of treating others with respect and consideration, taking account of, and accepting, diversity
- K10 How to recognise and support people in distress
- K11 Lines and methods of communication and reporting in the workplace
- K12 Roles, responsibilities and limits of authority of self, others and other agencies in relation to fire and rescue operational incidents

Technical

- K13 Personal protective and operational equipment used in fires and other operational incidents including their capabilities, limitations and safe use
- K14 How to select personal protective and operational equipment appropriate to type of fires and operational incidents
- K15 Roles and responsibilities within incident command systems
- K16 Methods and techniques to control and extinguish fires

K17	Causes, effects and behaviour of fire
K18	Different fire types and fire classes
K19	Different active and passive fire protection systems
K20	Building fire protection systems, features and facilities that contribute to Firefighter safety while responding to incidents
K21	Building features and facilities that can cause risk to Firefighters when responding to incidents
K22	How different building construction and design can affect fire development
K23	How to identify safe means of egress in the built environment
K24	The importance of identifying and preserving evidence at fire and rescue incidents
K25	Different types of evidence relevant to fire and rescue incidents
K26	How to preserve evidence at operational incidents
K27	How to gain access, effect entry and maintain exit routes at fire and rescue incidents
K28	How to facilitate the self evacuation of passengers and direct to a safe area, utilising passenger evacuation systems (PEMS) where available
K29	The importance of limiting damage to property and the environment when resolving fire and rescue incidents
K30	How to maintain the integrity of the fuselage through appropriate application of media

Additional information

Scope / range

Incidents

1. Emergency responses
2. Non-emergency responses
3. Any requiring the relocation of resources

Fire protection systems

4. Wet and dry risers
5. Fire fighting shafts

6. Sprinkler systems
7. Smoke control systems
8. Fire resistance and fire doors
9. Automatic suppression systems
10. Water supplies
11. Engine and cargo hold fire suppression systems

Principles of fire protection

12. MOCTET principles (Management, Occupants, Construction, Travel distance, Exits, Time to evacuate)
13. Signs of collapse
14. Building regulations linked to access
15. Vehicle access
16. Access by people
17. Aircraft construction

Resources

18. Internal resources
19. External resources

DRAFT FOR CONSULTATION

Unit AFF4 – Safe and preserve endangered life at accidents

Overview

This standard is about your ability to search for, rescue and support life which is danger.

When **searching for life** you must be able to conduct the search safely using the range of personal protective and rescue equipment available to you. Searches could be within an open space, or in confined spaces such as inside a structure, transport vehicle or compartments.

When **rescuing life involved in incidents**, human or animal, you must be able to do this safely. Incidents where rescue of life may be required can include fire, collapsed or dangerous structures, or situations caused by adverse weather conditions. Other incidents where you provide rescue services might involve people trapped in wreckage, animal rescues, or hazardous substances.

This standard also covers your ability to **treat casualties** within your agreed level of authority, responsibility and expertise. Casualties you treat will be from the incident scene and after they have been removed from an incident. You might also be approached by a casualty at an incident for treatment and support.

Throughout this standard you will be expected to **provide support to others** directly and indirectly involved in an operational incident. Operational or physical support will include your ability to liaise with other agencies or maintain security at the scene of an incident. Emotional support you provide to others might require you to reassure and comfort people whilst protecting their privacy and dignity.

Performance criteria

Conduct a search for life

- P1 Confirm with others your tasks and duties at an incident in line with your job role and responsibilities
- P2 Select equipment which can be safely used to search for life and operate it in line with its safety and operating instructions

- P3 Conduct the search within your designated area in line with your organisation's risk control measures
- P4 Search in ways that take account of all factors that influence the end results in line with your organisation's procedures
- P5 Identify positive life signs and take immediate action in line with your organisation's procedures and policies for preserving life
- P6 Maintain communications with others during your search in line with your organisation's procedures
- P7 Report to relevant others when casualties are located in line with communication procedures
- P8 Work with others to protect casualties from further harm in line with your organisation's procedures

Rescue life involved in incidents

- P9 Select equipment which can be safely used to rescue life and operate it in line with its safety and operating instructions
- P10 Inform and reassure the casualties about the extrication process
- P11 Stabilise the scene of the incident using approved methods
- P12 Assess condition of the casualties and provide necessary care
- P13 Maintain on-going communication with incident commander and on-scene medical personnel in relation to condition of casualties and progress of extrication
- P14 Protect the casualty from the effects of the extrication process
- P15 Manage hazards associated with the extrication to minimise the risk to the casualty and those involved in the extrication
- P16 Use appropriate techniques and equipment to access casualties
- P17 Use appropriate techniques and equipment to remove casualties to a place of safety
- P18 Preserve evidence to support the investigation of the incident
- P19 Help to take casualties to a place of safety in line with incident control procedures

Provide treatment to casualties

- P20 Prioritise casualties according to their signs and symptoms in line with your organisation's procedures
- P21 Select equipment which can be effectively used to provide treatment and operate it in line with its limitations, safety and operating instructions
- P22 Administer aid to minimise further injury and suffering in line with your agreed limits of authority, responsibility and expertise
- P23 Give treatment to support the stabilisation of casualties' condition in line with your role, responsibilities and level of expertise
- P24 Provide support to casualties in a way which promotes calm and reassurance
- P25 Monitor casualties' condition until appropriate agencies take over
- P26 Give information to relevant others about the treatment casualties have received in line with communication procedures

Support people involved in an operational accident

- P27 Provide support to others at the incident in ways which promote calm, compassion and consideration for others
- P28 Restrict the view of the incident to avoid additional suffering in line with your organisation's procedures

For the whole standard

- P29 Operate safely within your agreed level of authority and responsibility
- P30 Identify risks affecting your tasks and duties in line with your organisation's risk assessment procedures
- P31 Inform relevant others about potential risk to the safety of yourself and others in line with your organisation's communication procedures
- P32 Decide on appropriate control measures to mitigate risks affecting yourself and others in line with your organisation's procedures
- P33 Work with others in ways that
- P33.1 Encourage cooperation
 - P33.2 Support common understanding
 - P33.3 Promote a positive image of your organisation

- P34 Keep accurate records and provide these to others in line with your organisation's requirements

Knowledge and understanding

Health and safety

- K1 Hazards and risks of the workplace affecting people and the environment in relation to search, rescue and casualty care operations
- K2 How to make and apply decisions based on the assessment of risk in the case of search, rescue and casualty care operations
- K3 How to apply practices that maximise the health, safety and welfare of yourself and others during search, rescue and casualty operations
- K4 Hazards in the extrication process that may put the casualties/ crew at risk

Organisational

- K5 Fire service legislation and other legislation relevant to carrying out search, rescue and casualty care
- K6 Record systems specific to your role and their use
- K7 Sources and availability of information
- K8 Roles and responsibilities of other partner agencies involved in the incident

Personal and interpersonal

- K9 How to communicate with the range of people involved in search, rescue and casualty care
- K10 Principles and methods of primary survey/ casualties assessment
- K11 Principles of initial casualty care
- K12 How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity
- K13 How to recognise and support distressed people
- K14 Lines and methods of communication and reporting during search, rescue and casualty care
- K15 The importance of establishing and maintaining communication with all persons involved

K16 Roles, responsibilities and limits of authority of yourself, others and other agencies during the course of search, rescue and casualty care operations

Technical

- K17 Capabilities and limitations of personal protective and operational equipment used during search, rescue and casualty care
- K18 Relevant search and rescue procedures
- K19 How to select and use appropriate personal protective and operational equipment during search, rescue and casualty care
- K20 Relationship between the types of impact and the consequences on the casualties
- K21 The principles of stabilising the scene and the reasons for doing so
- K22 How to prioritise casualties
- K23 Purpose, use and limitations of equipment used to extricate
- K24 Techniques for handling casualties taking into consideration their known or potential injuries
- K25 How and when to provide immediate medical care
- K26 Appropriate casualty handling techniques
- K27 Roles and responsibilities within the incident command system
- K28 Types of evidence and its importance
- K29 The importance of scene preservation
- K30 How to identify and preserve evidence including deceased and fatalities
- K31 Protocols to determine the status and removal of the deceased

Additional information

Scope / range

Circumstances of the casualty

1. Physically entrapped
2. Medically entrapped
3. Medically and physically entrapped

Equipment

4. Spreading
5. Cutting
6. Lifting
7. Dismantling

Hazards

8. As associated with transportation
9. As associated with machinery
10. As associated with static circumstances

DRAFT FOR CONSULTATION

Unit AFF5 – Respond to operational incidents requiring breathing apparatus

Overview

This standard is about carrying out operational duties whilst using breathing apparatus. It covers working in risk areas in response to operational incidents and includes operating a breathing apparatus control point.

Target group

Fire service personnel who have had appropriate training in breathing apparatus and breathing apparatus control.

Performance criteria

Prepare to use breathing apparatus for operational incidents

- P1 Use the correct procedures to don and start up breathing apparatus set
- P2 Set up ancillary equipment in accordance with equipment operating procedures
- P3 Test and check the breathing apparatus set and the ancillary equipment
- P4 Check in through the breathing apparatus entry control as designated by incident commander
- P5 Follow assigned role as a team member

Work in risk areas at operational incidents requiring breathing apparatus

- P6 Navigate within the risk area with the team
- P7 Maintain communication on progress and status with the team, other teams, incident commander and breathing apparatus entry control
- P8 Carry out designated response duties within risk area:
 - P8.1 Apply cooling in compartments adjacent to a fire compartment
 - P8.2 Apply containment and extinguishing within the fire compartment
 - P8.3 Use approved methods to search for fire and casualties
- P9 Monitor own breathing apparatus pressure gauge to determine own withdrawal time

P10 Withdraw from the risk area and checkout through the breathing apparatus entry control with the team

Operate a breathing apparatus control

P11 Establish a breathing apparatus entry control point

P12 Check in breathing apparatus wearers through a breathing apparatus entry control point

P13 Monitor and record feedback from breathing apparatus teams

P14 Provide the relevant incident/ sector commander with up-to-date information

P15 Implement emergency procedures when necessary

P16 Checkout breathing apparatus wearers through a breathing apparatus entry control point

Knowledge and understanding

K1 The anatomy and physiology of respiration in relation to the use of breathing apparatus

K2 The effects of exertion in relation to consumption of air and the use of breathing apparatus

K3 How the breathing apparatus set manages inspired and expired air

K4 The capabilities and limitations of the breathing apparatus set

K5 The operating features of:

K5.1 The breathing apparatus set

K5.2 Ancillary equipment

K5.3 Communications equipment

K5.4 Breathing apparatus entry control recording equipment

K6 The testing and checks apply to the breathing apparatus set and its ancillary equipment

K7 The role and responsibilities of breathing apparatus control operative

K8 Breathing apparatus control systems and their application

K9 Principles of fire fighting and fire behaviour in:

K9.1 Compartment fires

K9.2 Structural fires

Additional information

Scope / range

Risk area

1. Fire
2. Limited visibility
3. Noxious

Team

4. As a team member
5. As a team leader

DRAFT FOR CONSULTATION

Unit AFF6 – Operate fire service water pumps, monitors and high reach extendable turrets (HRET)

Overview

This standard is about the operation of fire service water pumps, monitors and HRET. It covers:

1. Connections of hoses to the pump
2. Managing the balance of supply and demand through the pump
3. Using different water sources
4. Using portable pumps
5. Maintaining the serviceability of the pump
6. Operating monitors
7. Operating HRET technology

Target group

Fire service personnel who have had appropriate training in operating water pumps, monitors and HRET.

Performance criteria

- P1 Select and use appropriate personal protective equipment for all pumping situations
- P2 Connect hose to pump to meet the requirements of the incident
- P3 Supply hose reels from the appliance tank
- P4 Supply a jet from the main pump with the supply augmented from a hydrant
- P5 Supply a jet from a main pump using open water supply
- P6 Supply a jet from a light portable pump using open water supply
- P7 Monitor and adjust pressure/flow in accordance with supply and demand
- P8 Take appropriate action to deal with any faults, defects or interruptions to the supply or delivery of water
- P9 Receive and supply water as part of a water relay
- P10 Operate monitors to meet the requirements of the incident
- P11 Operate HRET technology

- P12 Maintain communication with all relevant people in relation to supply and demand highlighting any issues
- P13 Check and maintain serviceability of pumps, including ensuring water / foam tank(s) are at an appropriate level
- P14 Complete all necessary records in relation to the use and testing of pumping and ancillary equipment

Knowledge and understanding

- K1 The types and uses of personal protective equipment used in pumping situations
- K2 Basic operating principles of water pumps
- K3 Procedures relating to working near open water supplies
- K4 Knots associated with open water set up
- K5 Water relay including appropriate set up
- K6 Calculations for flow or pressure appropriate to system in use
- K7 Fault finding procedures for system in use
- K8 Types of water supply and implications for pumping
- K9 Implications of using on-board foam supply
- K10 Operation and limitations of bumper and HRET technology
- K11 The command structure you are working in

Unit AFF7 – Working at height in fire and rescue

Overview

This standard is about working safely at heights in a fire and rescue context. This may involve working from height access equipment such as ladders or aerial platforms, or may involve built structures such as buildings or bridges and the natural environment such as embankments, cliffs and trees.

It includes assessing the risks involved, taking appropriate precautions in response to the direction of the incident commander and following the correct procedures.

Target group

Fire service personnel who have had appropriate training in working at height techniques and equipment.

Performance criteria

- P1 Undertake the work at height according to plan as directed by the incident commander
- P2 Assess the risks associated when working at height, taking into account the potential dangers of falling, the stability of working platform and the nature of the incident
- P3 Take precautions to address risks identified according to operating procedures
- P4 Select and use appropriate safe working at height equipment
- P5 Carry out required pre-use checks of Safe Working at height equipment used
- P6 Confirm that height access equipment is deployed and secured before operations
- P7 Maintain frequent communication on progress and status with the incident commander, in line with the nature of the incident
- P8 Implement the agreed rescue plan when Firefighters have become suspended in fall arrest equipment
- P9 Complete all necessary records in relation to the use and testing of height access equipment

Knowledge and understanding

- K1 Your own responsibility related to maintaining safe working practices and procedures when working at heights
- K2 The risks associated with working at heights
- K3 Understand and recognise the symptoms of suspension trauma
- K4 The safe working at height hierarchy
- K5 The precautions appropriate to minimising risks associated with working at heights
- K6 Features and operation of equipment used for working at height
- K7 The organisation's policies and procedures for preparing for, and working at height
- K8 How to recognise and respond to changes and risks that occur during the incident
- K9 How to implement the agreed rescue plan when Firefighters have become suspended in fall arrest equipment
- K10 How to test height access equipment

DRAFT FOR CONSULTATION

Aviation RFFS firefighter role related units

Unit AFF8 – Protect life and the environment from the effects of hazardous materials

Overview

This standard is about working as a team member to **limit damage to the environment from hazardous materials** (i.e. any materials that potentially present a hazard to health or the environment), involving single or multiple crews. You will be required to use appropriate personal protective equipment and operate other appropriate equipment.

This standard includes your ability to work as a team member to **decontaminate people and property** involved in hazardous material incidents, such as casualties, fire and rescue staff or other agencies' staff. Property you decontaminate will range from structures, transport and ground space, to fire and rescue equipment and other agencies' equipment.

You will be expected to **provide support to others** directly and indirectly involved in an operational incident. Operational or physical support will include your ability to liaise with other agencies or maintain security at the scene of an incident. Emotional support you provide to others might require you to reassure and comfort people whilst protecting their privacy and dignity.

Performance criteria

Minimise damage to the environment from hazardous materials

- P1 Agree with relevant others your tasks and duties at an incident in line with your role and responsibilities
- P2 Select equipment which can be safely used to minimise effects of hazardous materials in line with your organisation's guidelines
- P3 Operate equipment in line with its limitations, safety and operating instructions

- P4 Identify risks affecting your tasks and duties in line with your organisation's risk assessment procedures
- P5 Use appropriate control measures to mitigate risk in line with your organisation's procedures
- P6 Provide reports on hazardous materials to relevant others in line with your organisation's procedures, including:
- P6.1 The type
 - P6.2 Location
 - P6.3 Quantity
 - P6.4 Physical properties
- P7 Use agreed methods and techniques to minimise the impact of risk from hazardous materials in line with your allocated tasks and duties at an incident
- P8 Work in ways that keep yourself, others, property and the environment safe and free from harm

Decontaminate people and property

- P9 Work with others to set up a decontamination area for people and property in line with your organisation's procedures
- P10 Select equipment which can be safely used when decontaminating and operate it in line with its limitations, safety and operating instructions
- P11 Apply chosen decontamination methods for people and property safely and in line with the decontamination guidance available
- P12 Assist with the decontamination and safe disposal of contaminated items and materials in line with the decontamination and disposal guidance available

Support operational incidents

- P13 Maintain access, security and safe exit routes at operational incidents in line with your organisation's procedures
- P14 Restrict the view of the incident in line with your organisation's procedures
- P15 Identify risks which may affect the safety of other people or property in line with your organisation's risk assessment guidance

- P16 Report anything which may adversely affect people's safety to others in line with your organisation's procedures
- P17 Work with others including colleagues and other agencies in line with your organisation's communication procedures
- P18 Provide support to others at the incident in ways which promote calm, compassion and consideration for others

For the whole standard

- P19 Operate safely within your agreed role, responsibility and level of expertise and in line with your organisation's procedures
- P20 Preserve evidence to meet the needs of an investigation in line with your organisation's procedures
- P21 Inform others when people's possessions and property are identified and keep these safe in line with your organisation's procedures
- P22 Return resources after use and make sure they are secured and stored in line with your organisation's procedures

Knowledge and understanding

Health and safety

- K1 Safe working practices of your organisation
- K2 Hazards and risks relating to hazardous materials and decontamination affecting people and the environment
- K3 How to use risk assessment information to make decisions
- K4 How to apply decisions based on the assessment of risk
- K5 Your organisation's control measures to mitigate risk

Organisational

- K6 Guidelines, legislation and standard operating procedures that apply when dealing with hazardous materials and decontamination
- K7 Your organisation's systems, tools and procedures for recording information and how to use them
- K8 Types and sources of information about hazardous materials and decontamination and how to access these

Personal and interpersonal

- K9 Methods and techniques for communicating with others
- K10 The importance of treating others with respect and consideration, taking account of and accepting diversity
- K11 How to recognise when people are in distress
- K12 How to support distressed people
- K13 Lines and methods of communication and reporting in the workplace
- K14 Roles, responsibilities and limits of authority of self, others and other agencies in the workplace

Technical

- K15 Personal protective and operational equipment used in fires and operational incidents, their capabilities, limitations and safe use
- K16 How to select personal protective and operational equipment appropriate to the hazardous materials incident
- K17 Personal protective and operational equipment used in fires and other operational incidents, their capabilities, limitations and safe use
- K18 How to select personal protective and operational equipment appropriate to the hazardous materials incidents
- K19 Roles and responsibilities within the incident command system
- K20 Different types of evidence relevant to hazardous materials incidents
- K21 The importance of identifying and preserving evidence at hazardous materials incidents
- K22 How to preserve evidence at hazardous materials incidents
- K23 The importance of limiting damage to property and the environment
- K24 How to limit damage to property and the environment
- K25 How to apply methods and techniques for controlling and containing hazardous materials
- K26 How to apply methods and techniques for decontamination including avoiding further contamination
- K27 How to use different decontamination agents and the materials they are suitable for

Additional information

Scope / range

Sources of information about hazardous materials and decontamination

1. Chemical meteorology (CHEMET)
2. Chemical hazard database (CHEMDATA)
3. TOPS
4. Chemical industry scheme for assistance in freight (CHEMSAFE)
5. National Arrangements for Incidents involving Radioactivity (NAIR)
6. National radiation monitoring network and emergency response system (RIMNET)
7. Radsafe
8. The Environment Agency
9. Local Authorities
10. Organisational policies, procedures and guidelines

Legislation for hazardous materials

11. Health and safety
12. Control of substances hazardous to health (COSHH)
13. Control of major accident hazards
14. Personal protective equipment regulations
15. Chemical regulations
16. Dangerous Goods Regulations (DGR)

Incidents

17. Emergency responses
18. Non-emergency responses
19. Any requiring the relocation of resources

Unit AFF9 – Incidents involving military aircraft

Overview

This standard is recommended for firefighters who may have to respond to a military aircraft incident, where the aerodrome regularly receives military aircraft or is known to be a designated diversionary airfield for military in-flight emergencies.

NOTE: RFFS personnel should only attempt to make safe military aircraft systems in exceptional circumstances as authorisation and training is required.

This standard is about your ability to work as a team member to **provide responses to incidents involving military aircraft**, working within agreed cordons, identifying hazards, deploying and implementing suitable procedures and control measures, making safe or minimising specialist risks to enable effective rescue of aircrew/passenger.

A military aircraft can be defined as any aircraft within military service. Military organisations operate many types of aircraft that can vary enormously, fulfilling specialist roles, from small two seat trainers, attack helicopters, remotely piloted aircraft and combat fast jets through to large passenger or cargo aircraft. All of these aircraft can contain additional hazards to civilian aircraft such as; Weapon Systems, Explosive Armament Stores, Pyrotechnics, Defensive Suites (Chaff, Flare), Radar Radiation Hazard, Infra-red and Laser Emissions, Aircraft Assisted Escape System (AAES), Dangerous Goods in the form of Explosives and Nuclear Weapons. Some of these aircraft may be similar in appearance to civil aircraft, but will have additional hazards associated with them.

You will be required to adopt the correct procedures, use appropriate personal protective and specialist associated equipment for each specific airframe.

Performance criteria

Respond to incidents involving military aircraft

P1 Confirm with relevant others your tasks and duties in relation to RFFS incidents involving military aircraft in line with your role and responsibilities

- P2 Establish risks affecting RFFS at a military aircraft incident in line with your organisation's risk assessment procedures
- P3 Identify safe approach areas and establish cordons relevant to the known or perceived hazards and risks
- P4 Deploy vehicles and equipment reflecting the hazards and incident scenario
- P5 Locate the aircrew when they are known to have ejected as required
- P6 Use appropriate control measures to mitigate external risk in line with aerodrome procedures such as making safe Defensive Suites, Weapon Systems and Aircraft Arrestor Systems
- P7 Provide reports on aircraft weapon systems /freight to relevant others in line with aerodrome procedures
- P8 Extinguish fires and cool explosive armament stores
- P9 Use resources, equipment and personal protective equipment at incidents involving military aircraft in line with their limitations, safety and operating instructions
- P10 Use agreed methods and techniques to minimise the impact of risk from hazardous materials/systems in line with your allocated tasks and duties at an incident
- P11 Work in ways that keep yourself, others, property and the environment safe and free from harm

Rescue of passengers and aircrew

- P12 Gain entry into military aircraft using appropriate method according to the risk; normal entry, emergency entry or forced entry
- P13 Use appropriate control measures to mitigate risk in line with aerodrome procedures this may include:
- P13.1 Making safe AAES such as: Ejection Seats complete with ejection gun, guide rail, operating and adjusting controls, Systems or sub systems for clearing the ejection path from the aircraft, including associated mechanisms operated by explosives
 - P13.2 Master Armament Safety Switch (MASS) to safe
 - P13.3 Aircraft shut down

P13.4 Batteries isolation

- P14 Conduct effective rescue of passenger and aircrew. This may include; release from seat restraints, connections between the ejection seat and other equipment fitted in the aircraft, equipment fitted to the ejection seat, including emergency escape parachutes, personal survival packs (including personal weapon and flares) and negative-g restraint systems
- P15 Lift out and removal to safety where medical or incident conditions dictate

Support operational incidents

- P16 Maintain access, security and safe exit routes at operational incidents in line with your organisation's procedures
- P17 Restrict the view of the incident in line with your organisation's procedures
- P18 Identify risks which may affect the safety of other people or property in line with your organisation's risk assessment guidance
- P19 Report anything which may adversely affect people's safety to others in line with your organisation's procedures
- P20 Work with others including colleagues and other agencies in line with your organisation's communication procedures
- P21 Provide support to others at the incident in ways which promote calm, compassion and consideration for others

For the whole standard

- P22 Operate safely within your agreed role, responsibility and level of expertise and in line with your organisation's procedures
- P23 Preserve evidence to meet the needs of an investigation in line with your organisation's procedures
- P24 Inform others when people's possessions and property are identified and keep these safe in line with your organisation's procedures
- P25 Return resources after use and make sure they are secured and stored in line with your organisation's procedures
- P26 Keep accurate records and provide these to others in line with your organisation's requirements

Knowledge and understanding

Health and safety

- K1 Hazards and risks of the workplace affecting people and the environment in relation to RFFS operational incidents involving military aircraft including:
- K1.1 Weapon systems and Explosive Armament Stores (missiles, rockets, bombs, guns)
 - K1.2 Pyrotechnics
 - K1.3 Defensive suites (chaff, flare)
 - K1.4 Radar radiation hazard
 - K1.5 Infra-red and laser emissions
 - K1.6 Aircraft Assisted Escape System (AAES)
 - K1.7 Dangerous goods in the form of explosives
 - K1.8 Nuclear weapons
- K2 How to make and apply decisions based on the assessment of risk in relation to RFFS operational incidents involving military aircraft such as: Offensive or Defensive firefighting operations, cordons, vehicle deployment, additional resources
- K3 How to apply practices that maximise the health, safety and welfare of yourself and others during RFFS operational incidents involving military aircraft including:
- K3.1 Safe approach and vehicle positioning
 - K3.2 Cordons
 - K3.3 Normal, emergency or forced entry procedures
 - K3.4 Making appropriate aircraft systems safe (AAES, Defensive Suites)
 - K3.5 Conducting rescue of passengers and aircrew
 - K3.6 Firefighting armament explosive stores involved in fire and heat
 - K3.7 Dealing with hazardous materials and systems

Organisational

- K4 Guidelines, legislation and standard operating procedures that apply when dealing with hazardous materials and decontamination

- K5 Authorisations and training required to operate/make safe relevant aircraft systems
- K6 Your aerodrome's systems, tools and procedures for recording information and how to use them
- K7 Types and sources of information for military aircraft and how to access these

Personal and interpersonal

- K8 Methods and techniques for communicating with others including communications with aircrew (hand signals, radio channels)
- K9 The importance of treating others with respect and consideration, taking account of, and accepting, diversity
- K10 How to recognise when people are in distress
- K11 How to support distressed people
- K12 Lines and methods of communication and reporting at the aerodrome
- K13 Roles, responsibilities and limits of authority of self, others and other agencies

Technical

- K14 Personal protective and operational equipment used in responding to military aircraft incidents, their capabilities, limitations and safe use
- K15 How to select personal protective and operational equipment appropriate to the incidents
- K16 How to gain safe and effective access/egress into a military aircraft
- K17 Operation of relevant military aircraft systems such as; AAES, Defensive Suites, MASS
- K18 The hazards and risks associated with specific military aircraft
- K19 Control measures to minimise or remove the risk of the hazards associated to the military aircraft
- K20 Roles and responsibilities within the Incident Command System
- K21 Different types of evidence relevant to military aircraft incidents
- K22 The importance of identifying and preserving evidence at military aircraft incidents
- K23 How to preserve evidence at military aircraft incidents

- K24 The importance of limiting damage to property and the environment
- K25 How to limit damage to property and the environment

Additional information

Scope / range

Sources of information about military aircraft hazards

1. Military Aviation Authority (MAA)
2. Defence Fire Risk Management Organisation (DFRMO)
3. The Environment Agency
4. Local authorities
5. Organisational policies, procedures and guidelines
6. National Operational Guidance Programme – Transportation
7. CFRA Operational Guidance Aircraft Incidents

Incidents

8. Emergency responses
9. Non-emergency responses
10. Any requiring the relocation of resources

Unit AFF10 – Provide a first response to water based incidents

Overview

The standard is about the initial actions at any water-based incident using land based rescue techniques and equipment. Water based response by boat or by entry into the water may be the responsibility of specialist teams and not the role of first responders.

Target group

Fire service personnel who have had appropriate training in first response water rescue techniques and equipment.

Performance criteria

- P1 Contribute to the control of the incident area to reduce risk to self and others
- P2 Check water specific personal protective equipment
- P3 Don own water specific personal protective equipment in accordance with operational procedures
- P4 Inform and reassure the casualties about the rescue process
- P5 Contribute to the deployment of rescue equipment for a water environment incident
- P6 Use rescue equipment and approved techniques to reach a target in a water environment
- P7 Identify when the incident is beyond first response and communicate this to the incident commander
- P8 Remove casualties to a place of safety
- P9 Complete all necessary records in relation to the use and testing of water rescue and personal protective equipment

Knowledge and understanding

- K1 Your organisation's procedures in dealing with water related incidents
- K2 Your role and responsibilities in dealing with water related incidents
- K3 Basic terminology used to describe the water environment

- K4 Risks and hazards associated with the water environment
- K5 Short and long term effects of exposure to a water environment
- K6 Techniques and equipment used to effect a first response water rescue
- K7 The purpose, use and limitations of:
 - K7.1 Water specific personal protective equipment
 - K7.2 First response rescue equipment
- K8 Safety measures to take when working near water
- K9 Basic casualty care for those who have been involved in water related incidents

Additional information

Scope / range

Water environment risks and hazards:

1. Water temperature
2. Current / flow
3. Pollution / contamination / debris
4. Public, bystanders and moral pressure
5. Nature of the bank
6. Casualty (human and animal)
7. Changeable water condition

Unit AFF11 – Aerodrome emergency planning: Preparing for, responding to, and recovering from aerodrome emergencies

Overview

This unit is about preparing for, responding to, and recovering from aerodrome emergencies. Working in collaboration with other organisations and providing mutual support during emergency response operations.

Target group

This unit is recommended for RFFS personnel who require a basic understanding of the emergency planning arrangements required at UK aerodromes.

Performance criteria

Preparing

- P1 The agreed RFFS actions defined within the emergency plan (emergency orders) in relation to the types of emergencies planned for at the aerodrome (aircraft and non aircraft), this should include:
- P1.1 Aircraft operations and other activities conducted at the aerodrome
 - P1.2 The co-ordination of appropriate organisations in response to an emergency occurring at an aerodrome or in its surroundings
- P2 The testing and operation of specialist equipment, provided by the aerodrome to support difficult operations / environments / site specific aerodrome risks (e.g. emergency stairs, ALP, water / mud rescue equipment)
- P3 The purpose and management of PEMS equipment and or procedures for leading passengers evacuated from aircraft to safe areas away from the scene of an incident
- P4 The purpose and management of a rendezvous point(s): to include; how to test and ensure the RVP; signage, access, parking, lighting, communications and cabin are fit for purpose

- P5 The operation of aerodrome control rooms / centres and or wider alerting process to ensure that the lines of communication to all the agencies (or services) appropriate to the emergency are alerted and notified
- P6 The most expeditious exit point(s) from the aerodrome, whilst responding to an off airport incident, including the approach and departure areas, and difficult environments within 1000 m of the runway threshold
- P7 How to test and ensure emergency medical provisions are fit for purpose and immediately available for onward deployment at aerodrome incidents
- P8 The purpose, location and management of Airport Reception Centres, and Business Recovery
- P9 How the aerodrome emergency plan is periodically tested and reviewed to ensure continued effectiveness

Responding

- P10 How the RFFS are alerted, receive, acknowledge and respond to aerodrome emergencies (refer to AFF1)
- P11 How the responding emergency services will be managed at the RVP and brought to the scene of operations
- P12 The principles of command, control and co-ordination particularly for the scene immediately adjacent to the aircraft
- P13 The purpose of tactical (Silver) command and where it may be located
- P14 The management and evacuation of passengers from the aircraft, to a place of safety, utilising PEMS or local procedures
- P15 How casualties will be triaged, extricated, recorded and removed from the incident to hospitals / SRC
- P16 How passengers and crew will be managed at reception centres including their repatriation
- P17 The purpose and procedures for dealing with press and media enquiries
- P18 How the aerodrome will notify the AAIB of an aircraft accident and implement restrictions / closure of aerodrome operations
- P19 The principles of body recovery and identification, temporary mortuaries or body holding areas and casualty bureau

Recovery

- P20 The principles and operation of aircraft recovery
- P21 How the aerodrome will establish business continuity management / crisis management centres including reinstating RFFS fire category and returning to normal operations
- P22 The principles of welfare and counselling facilities and how to access them
- P23 The process for contributing to incident debriefing/feedback to include providing an account of individual actions

Knowledge and understanding

Health and safety

- K1 Safe working practices of your organisation in relation to working with emergency services and first responders
- K2 Hazards and risks affecting people and the environment
- K3 How to use risk assessment information to make decisions
- K4 How to apply decisions based on the assessment of risk
- K5 Your organisation's control measures to mitigate risk

Organisational

- K6 Aerodrome and / or RFFS objectives for fire or aviation safety
- K7 Your organisation's systems, tools and procedures for recording information and how to use them
- K8 The objective of aerodrome emergency planning, which, is to anticipate the effects an emergency might have on life, property, and aerodrome operations, and to prepare a course, or courses, of action to minimise those effects, particularly in respect of saving lives
- K9 The Management of emergency response and recovery based upon the framework of Operational, Tactical and Strategic command
- K10 The currency and validity of plans - The procedures for co-ordinating the response of different aerodrome agencies organisations or services (e.g. ground handlers, airlines, security services) and those agencies in the

surrounding community that could be of assistance in responding to an emergency

K11 The importance of Business Recovery

K12 Joint Emergency Services Interoperability Principles (JESIP)

Personal and interpersonal

K13 Methods and techniques for communicating with others

K14 The importance of treating others with respect and consideration, taking account of, and accepting, diversity

K15 Lines and methods of communication and reporting in the workplace

K16 Roles, responsibilities and limits of authority of yourself, others and agencies in the workplace

K17 How to solve problems and make decisions within your range of responsibility

K18 The roles and responsibilities of emergency planners

K19 Why it can be beneficial to involve other agencies in emergency planning arrangements and how best to involve them

K20 The principles of command, control and co-ordination and interoperable working between multi agency responses

Technical

K21 How to use relevant resources effectively and safely

K22 Your aerodrome and its needs in relation to fire / aviation safety

K23 How to evaluate fire / aviation safety learning events

K24 Key risks and hazards affecting fire development in aerodrome environments

K25 Post disaster management focusing on the latter stages of the incident from a point when all survivors / casualties have been removed and the work of body recovery, Police investigators and the Air Accident Investigation Branch (AAIB) begins

K26 Requirements for frequency of conducting exercises

K27 The assessment of the level of medical supplies to be held on the aerodrome for emergency purposes

- K28 The need to display sufficient and suitable signage (RVP and directional arrows) signage at designated points to direct 'off-aerodrome' responders to the RVP(s)

Additional information

Scope / range

Behaviours

1. Determined
2. Investigative
3. Realistic
4. Collaborative

Skills

5. Analysing
6. Assessing
7. Briefing and debriefing
8. Communicating
9. Consulting
10. Information management
11. Organising
12. Problem solving
13. Reporting

Unit AFF12 – Educate your aerodrome to improve awareness of aerodrome fire and aviation safety matters

Overview

This standard is recommended for Firefighters and others with a remit for fire and/or aviation safety.

This standard involves working with your aerodrome or out in the local community. You may work without direct supervision, as a member of the RFFS, or as part of a partnership team at community events.

This standard covers your ability to **promote fire and / or aviation safety** by providing information to your aerodrome or out in the local community. Safety information you provide may be in relation to the RFFS or wider aviation safety issues.

Performance criteria

Provide information

- P1 Work with others to confirm what fire / aviation safety information is needed for your aerodrome and local community
- P2 Identify if fire / aviation safety information required can be provided within your job role
- P3 Inform others when the information required is outside the remit of your job role
- P4 Agree with others how you will provide information required to your aerodrome or local community
- P5 Provide up to date fire / aviation safety information to your aerodrome or local community
- P6 Check understanding of the information given to your aerodrome or local community in line with your organisation's guidance

Support aerodrome and local community fire and / or aviation safety events

- P7 Interact with members of your aerodrome or local community at events to improve their understanding of fire / aviation safety matters

- P8 Identify issues and risks associated with your attendance at events using your organisation's risk assessment processes
- P9 Find solutions for identified issues and risks in line with your organisation's risk management processes
- P10 Implement identified solutions to mitigate potential or actual problems before and during events
- P11 Identify resources required and follow your organisation's procedures to make these available at your aerodrome or local community fire / aviation safety events
- P12 Return resources after fire / aviation safety events and make sure they are secured and stored in line with your organisation's procedures
- P13 Report any issues with resources to others for action in line with your organisation's procedures

For the whole standard

- P14 Work with others in ways that:
- P14.1 Support common understanding
 - P14.2 Encourages cooperation
 - P14.3 Promotes a positive image of your service to your aerodrome or local community
- P15 Use methods of communication in line with your organisational guidance and that are:
- P15.1 Suitable for the information being provided
 - P15.2 Are appropriate to your community's needs and preferences
- P16 Invite and respond to questions from your aerodrome or local community about fire / aviation safety information given
- P17 Meet your organisation's health and safety requirements when providing information and supporting fire / aviation safety events
- P18 Keep accurate records and provide these to others in line with your organisation's requirements
- P19 Evaluate events to assess the impact and benefits of safety information given to your aerodrome or local community
- P20 Provide information and reports as required to others which include recommendations and suggestions for future improvement, including:

- P20.1 If information provided met the information needed
- P20.2 How events were received by your aerodrome or local community
- P20.3 If events met identified aerodrome or local community needs

Knowledge and understanding

Health and safety

- K1 Safe working practices of your organisation in relation to working with communities
- K2 Hazards and risks affecting people and the environment when delivering fire safety information
- K3 How to use risk assessment information to make decisions
- K4 How to apply decisions based on the assessment of risk
- K5 Your organisation's control measures to mitigate risk

Organisational

- K6 Aerodrome and / or RFFS objectives for fire or aviation safety
- K7 Your organisation's systems, tools and procedures for recording information and how to use them
- K8 Guidelines, legislation and standard operating procedures relevant to when working within your area of responsibility
- K9 Different types and sources of current information on fire / aviation safety matters and how to access them

Personal and interpersonal

- K10 Methods and techniques for communicating with others
- K11 The importance of treating others with respect and consideration, taking account of, and accepting, diversity
- K12 Lines and methods of communication and reporting in the workplace
- K13 Roles, responsibilities and limits of authority of yourself, others and agencies in the workplace
- K14 How to solve problems and make decisions within your range of responsibility

Technical

- K15 How to use relevant resources effectively and safely
- K16 How to identify the fire / aviation safety advice applicable for your aerodrome or local community
- K17 Your community and its needs in relation to fire / aviation safety
- K18 How to facilitate learning
- K19 How to evaluate fire / aviation safety learning events
- K20 Key risks and hazards affecting fire development in aerodrome environments
- K21 Fire / aviation safety solutions available for aerodrome settings and their benefits

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Aviation RFFS supervisor units

Unit AWM1 – Lead the work of teams and individuals to achieve their objectives

Overview

As this standard applies across a range of working contexts within the RFFS, the following guidelines apply at element level:

- 1. Plan the work of teams and individuals**

This element concerns your ability to plan work on a daily and weekly basis, allocating tasks and duties and setting objectives, whilst ensuring effective response capability.
- 2. Assess the work of teams and individuals**

This element concerns your ability to assess individuals and teams against their prescribed standards of performance in their completion of the tasks you have allocated.
- 3. Provide feedback to teams and individuals on their work**

This element concerns your ability to give feedback proactively and on request to your team and to individuals. It includes your taking opportunities during normal work activity, during debriefs and during performance reviews to provide constructive feedback to improve performance.

Performance criteria

Plan the work of teams and individuals

- P1 Give opportunities to your team members to contribute to the planning and organisation of their work
- P2 Ensure your plans are consistent with your team's objectives

- P3 Ensure your plans cover all those personnel whose work you are responsible for
- P4 Ensure your plans and schedules are realistic and achievable within aerodrome operational constraints
- P5 Ensure you plan the way you allocate work taking full account of team members' abilities and development needs
- P6 Explain your plans and work activities to your team members in sufficient detail and at a level and pace appropriate to them
- P7 Confirm your team members' understanding of your plans and their work activities at appropriate times
- P8 Update your plans at regular intervals taking account of individual, team and operational changes

Assess the work of teams and individuals

- P9 Explain the purpose of assessment clearly and accurately to all involved
- P10 Provide opportunities for team members to assess their own work
- P11 Ensure your assessment of work takes place at times most likely to maintain and improve effective performance
- P12 Ensure your assessments are based on sufficient, valid and reliable information
- P13 Ensure your assessments are made objectively against clear and agreed criteria

Provide feedback to teams and individuals on their work

- P14 Provide feedback to your team members in a situation, form and manner that maintains and improves their performance
- P15 Ensure the feedback you give is clear and is based on an objective assessment of team members' work
- P16 Ensure your feedback recognises team members' achievements and provides constructive suggestions and encouragement for improving their work
- P17 Ensure the way you give feedback shows respect for the individuals involved
- P18 Maintain the confidentiality of feedback given to individuals and teams

P19 Provide opportunities for team members to respond to feedback

Knowledge and understanding

Organisational

- K1 Own contractual obligations, rights of employment and limits of authority
- K2 The range of external regulations and requirements that impact on your work
- K3 Aerodrome policies, aims and objectives

Personal and interpersonal

- K4 The importance of effective communication when explaining work plans and allocations
- K5 How to present work plans in a way that gains the support and commitment of those involved
- K6 The importance of being clear about the purpose of assessment and communicating this effectively to those involved
- K7 The importance of good communication skills when providing feedback
- K8 How to provide feedback to team members that will maintain or improve their performance
- K9 How to motivate team members
- K10 The importance of being encouraging when providing feedback to team members and showing respect for those involved

Technical

- K11 The importance of planning work activities to aerodrome effectiveness and assuring achievement of response objectives
- K12 How to develop realistic and achievable work plans for teams and individuals that take into account operational aerodrome conditions and response time objectives
- K13 How to choose an appropriate time and place to give feedback to teams and individuals
- K14 The importance of providing your team members with the opportunity to contribute to the planning and organisation of their work

- K15 The importance of providing opportunities to your team members to assess their own work and how you can encourage and enable this involvement
- K16 Why it is important to provide constructive suggestions on how performance can be improved
- K17 The importance of giving those being assessed the opportunity to provide suggestions on how to improve their work
- K18 The implications of the differences between planning the work of team members within your line management and others
- K19 How to gather and evaluate the information you need to assess the work of teams and individuals
- K20 The principles of confidentiality when providing feedback
- K21 The purposes of work assessment, and how it plays a role in an organisation
- K22 How to assess the work of teams and individuals in the workplace
- K23 The principles of fair and objective assessment of work and how to ensure this is achieved
- K24 The importance of regularly reviewing work

Unit AWM2 – Maintain activities to meet requirements

Overview

As this standard applies across a range of working contexts within the RFFS, the following guidelines apply at element level:

- 1. Maintain work activities to meet requirements**

This element concerns your ability to manage your day-to-day work activities to ensure that deadlines and work objectives are consistently met. This includes ensuring that you agree objectives on a daily and weekly basis and monitor progress, resolving any problems, which arise.
- 2. Maintain healthy, safe and productive working conditions**

This element concerns your ability to ensure that all health, safety and security measures are consistently maintained in the workplace. It includes ensuring that working conditions conform to your aerodrome and legal requirements and that health and safety matters are actioned.
- 3. Make recommendations for improvements to work activities**

This element is about your ability to encourage and support suggestions for improvement to working practices, systems and to personal and aerodrome performance. This includes written and verbal recommendations to others throughout your organisation.

Performance criteria

Maintain work activities to meet requirements

- | | |
|----|--|
| P1 | Agree requirements with others in sufficient detail to allow work to be planned |
| P2 | Explain requirements to others in sufficient detail and at an appropriate level and pace |
| P3 | Confirm with others their understanding of, and commitment to, meeting requirements |
| P4 | Monitor the work your team at agreed intervals |

- P5 Ensure the monitoring of your team's work complies with your organisation's procedures
- P6 Ensure the work under your control meets agreed requirements
- P7 Take corrective action when services and processes do not meet agreed requirements'
- P8 Provide opportunities for others to make recommendations for improving work activities

Maintain healthy, safe and productive working conditions

- P9 Inform others about their legal and aerodrome responsibilities for maintaining a safe working environment
- P10 Give sufficient support to others to ensure they are able to work in a safe way
- P11 Give opportunities to others to make recommendations for improving working conditions
- P12 Ensure that working conditions under your control conform to aerodrome and legal requirements
- P13 Ensure that working conditions under your control are as conducive to the work activity as possible within aerodrome constraints
- P14 Respond to health and safety matters in ways which are prompt and consistent with aerodrome and legal requirements
- P15 Make recommendations for improving working conditions clearly and promptly to others
- P16 Maintain records relating to health and safety that comply with aerodrome and legal requirements

Make recommendations for improvements to work activities

- P17 Make recommendations for improvement to activities based on sufficient, valid and reliable information
- P18 Ensure your recommendations for improvement are consistent with the objectives of your team and your organisation
- P19 Ensure your recommendations take into account the impact of introducing changes on other parts of your organisation

- P20 Present your recommendations in a manner and form consistent with your organisation's procedures

Knowledge and understanding

Health and safety

- K1 The importance of health and safety at work and your role and responsibility in relation to this
- K2 The aerodrome and legal requirements for maintaining a healthy, safe and productive work environment
- K3 The types of support it may be necessary to provide on health and safety issues and how to provide such support
- K4 How to monitor work conditions to ensure they meet health and safety requirements

Organisational

- K5 The records which need to be completed and how this should be done
- K6 The procedures to follow in order to recommend improvements in working conditions
- K7 The records which need to be kept and the aerodrome and legislative requirements for doing so

Personal and interpersonal

- K8 The differences between internal and external relationships
- K9 How to communicate effectively with others
- K10 How to encourage and enable team members, colleagues and line managers to help improve efficiency

Technical

- K11 How to identify the requirements of others to a level of detail sufficient for planning work
- K12 The importance of a focus on the requirements of others and quality issues, and your role and responsibilities in relation to this
- K13 How to monitor work activities and take corrective action to ensure requirements are being met

- K14 The principles of planning work activities, setting objectives and priorities to ensure requirements are met efficiently
- K15 How to assess current working conditions and identify possible areas for improvement
- K16 How to assess current working practices and identify possible areas for improvement
- K17 How to identify the implications of change for other parts of your organisation
- K18 The importance of continuous improvement in the management of activities and your responsibilities in relation to this

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Unit AWM3 – Manage information for action

Overview

As this standard applies across a range of working contexts within the RFFS, the following guidelines apply at element level:

1. **Gather required information**

This element concerns your ability to collect information from a range of sources in order to meet specified objectives. This will include collecting information from both internal and external sources and overcoming any difficulties with availability.

2. **Inform and advise others**

This element concerns your ability to respond to enquiries and to proactively provide information and advice on RFFS and other aerodrome matters within your own areas of responsibility and authority. This will include contact with both internal and external stakeholders.

3. **Hold meetings**

This element concerns your ability to plan, prepare and conduct meetings of small groups of people. This includes setting clear objectives and agendas, managing and co-ordinating discussions, ensuring that productive use is made of time, and accurate records are maintained. This will include meetings in your usual workplace or with external stakeholders.

Performance criteria

Gather required information

- P1 Ensure the information you gather is accurate, sufficient and relevant to the purpose for which it is needed
- P2 Record the information you gather according to your aerodrome's systems and procedures
- P3 Store the information you gather according to your aerodrome's systems and procedures

- P4 Identify possible improvements to systems and procedures and pass these on to others

Inform and advise others

- P5 Provide information and advice in a form and manner appropriate to the needs of recipients
- P6 Ensure the information you give is accurate, current, relevant and sufficient
- P7 Ensure the advice you give is consistent with your aerodrome's policy and procedures
- P8 Confirm recipients understanding of the information and advice you have given them
- P9 Maintain confidentiality according to your aerodrome's requirements
- P10 Seek feedback to improve ways in which you give information and advice

Hold meetings

- P11 Provide sufficient notice of the meeting to allow the necessary people to attend
- P12 Make clear the aims and objectives of meetings
- P13 Lead meetings and provide opportunities for others to make contributions
- P14 Ensure meeting objectives are achieved within the allocated time
- P15 Provide clear, accurate and concise information about outcomes of meetings promptly to those who need it

Knowledge and understanding

Organisational

- K1 The procedures to follow in order to make recommendations for improvements to systems and procedures
- K2 Aerodrome policies, procedures and resource constraints which may affect advice and information you give to others
- K3 The importance of gathering, validating and analysing information to team and aerodrome effectiveness and your role and responsibility in relation to this

Personal and interpersonal

- K4 How to give information and advice effectively both orally and in writing
- K5 How to provide information in relation to the recipient's needs
- K6 The importance of confirming the recipient's understanding of the information and advice
- K7 The importance of seeking feedback on the quality and relevance of the advice and information you provided, and how to encourage and enable such feedback
- K8 How to identify unhelpful arguments and digressions, and strategies which may be used to discourage these
- K9 The styles of leadership which can be used to run meetings and how to choose a style according to the nature of the meeting
- K10 How to manage discussions so that the objectives of the meeting are met within the allocated time

Technical

- K11 How to determine who are the necessary people to attend the meeting
- K12 How to organise meetings
- K13 The use of technology available for holding meetings
- K14 The value and limitations of meetings as a method of exchanging information and making decisions
- K15 How to determine when a meeting is the most effective way of dealing with issues and the possible alternatives which you may use
- K16 The importance of determining the purpose and objectives of meetings and how to do so
- K17 The types of problems which may occur when gathering information and how to overcome these
- K18 How to record and store the information you need
- K19 The importance of providing information and advice to others and your role and responsibility in relation to this
- K20 The types of information and advice which others may require
- K21 The principles of confidentiality when handling information and advice

Unit AWM4 – Plan and contribute to the development of teams and individuals

Overview

As this standard applies across a range of working contexts within the RFFS, the following guidelines apply at element level:

1. **Plan and contribute to the identification of development of teams and individuals**

This element concerns your ability to take part in the active identification of training and development needs for individuals and teams. It includes your ability to accurately assess gaps in workplace performance.

2. **Contribute to planning the development of teams and individuals**

This element concerns your ability to prepare effective and efficient plans to meet identified gaps in performance for individuals and teams.

3. **Contribute to development activities**

This element concerns your ability to take part in the assessment of improvements in performance resulting from development activities. This will include evaluation of the effectiveness of your training and development activities.

Performance criteria

Plan and contribute to the identification of development of teams and individuals needs

- P1 Give opportunities to team members to help identify their own development needs
- P2 Identify their development needs in using sufficient, reliable and valid information
- P3 Ensure the development needs identified are consistent with team objectives and aerodrome values

Contribute to planning the development of teams and individuals

- P4 Ensure your contributions to the planning process reflect the identified development needs of all those you are responsible for
- P5 Ensure your contributions are clear, relevant, realistic and take account of team and aerodrome constraints
- P6 Agree your contributions with individual team members, taking account of their individual needs
- P7 Present your contributions to those who need to see them, in the required format and to agreed deadlines

Plan and contribute towards development activities

- P8 Ensure your contributions to development activities support your team objectives and plans
- P9 Ensure your contributions meet the agreed objectives of the development activity
- P10 Ensure your contributions take into account the needs of individual team members

Plan and contribute to the assessment and feedback of teams and individuals against development objectives

- P11 Agree the purpose of assessments and your role in them with others
- P12 Give opportunities to team members to contribute to their own assessments
- P13 Give equal access to all team members to be assessed against development objectives
- P14 Carry out your role in assessments objectively against clear, agreed criteria
- P15 Base your assessments on sufficient, valid and reliable information
- P16 Provide information about assessments to authorised people only, in the required format and to agreed deadlines

Contribute to the evaluation of development needs

- P17 Evaluate the success of the development of teams and individuals

- P18 Encourage feedback from those taking part in activities to improve your future contributions to development activities
- P19 Use feedback from those taking part in activities to improve your future contributions to development activities

Knowledge and understanding

Organisational

- K1 How team objectives and aerodrome values affect development needs
- K2 How to ensure development needs are consistent with aerodrome objectives and values
- K3 The team and aerodrome constraints which influence the planning of development activities
- K4 The aerodrome procedures for recording the results of assessment
- K5 The importance of team development to the continuing effectiveness of your aerodrome and your role and responsibilities in contributing to this
- K6 How to take account of team and aerodrome constraints in the planning process

Personal and interpersonal

- K7 How to present development needs to teams and individuals in a way which could influence their decision-making positively
- K8 How to encourage and gather feedback from team members on the development activities they are involved in
- K9 The importance of providing team members with opportunities to help identify their own development needs
- K10 How to encourage and enable team members to identify their development needs

Technical

- K11 The importance of monitoring and reviewing development activities and recording feedback
- K12 How to collect and validate the information needed to identify development needs

- K13 The information needed to assess team members' progress
- K14 How to collect and check the validity of information
- K15 The importance of confidentiality when carrying out and reporting assessments and who may receive what information
- K16 The importance of agreeing development plans with those involved and how to reach such agreements
- K17 The importance of team members contributing to the assessment of their own progress
- K18 How to identify development needs
- K19 How to contribute to planning the development of teams and individuals
- K20 How your contributions to the planning process will help meet identified training needs
- K21 The importance of taking account of team members' individual needs
- K22 The importance of valid, sufficient and reliable assessment

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Unit AWM5 – Investigate and report on events to inform future practice

Overview

As this standard applies across a range of working contexts within the RFFS, the following guidelines apply at element level:

- 1. Gather information to support the investigation of an event**

This element concerns your ability to collect information from a range of sources, which is relevant to and supports the investigation of an event. This may include written, verbal or statistical information from internal and external sources.
- 2. Report the findings and conclusions of an investigation**

This element concerns your ability to prepare and present your findings and conclusions, based on the collection and analysis of information you have collected. It includes your ability to present information with supporting arguments, rationale and factual data.

Performance criteria

Gather information to support the investigation of an event

- P1 Confirm with others the purpose of the investigations, your methods, objectives and timescales
- P2 Check the accuracy and sufficiency of information
- P3 Ensure your contact with others is sensitive to the nature of investigations
- P4 Ensure your methods comply with legal and organisational requirements minimise risk to yourself, others and property
- P5 Operate within agreed levels of your authority and responsibility
- P6 Maintain records in line with your aerodrome's procedures

Report the findings and conclusions of an investigation

- P7 Prepare reports and ensure that they contain clear conclusions, recommendations, priorities and analysis of risk critical issues

- P8 Present your reports in a format and style relevant to the nature of investigations
- P9 Clarify access to and availability of relevant supplementary materials which support your reports
- P10 Check your presentation of conclusions differentiates clearly between fact and opinion
- P11 Confirm information on which your analysis is based is valid and sufficient to support your conclusions
- P12 Ensure your records are in the agreed format and are made available to authorised others

Knowledge and understanding

Health and safety

- K1 Hazards and risks of the aerodrome affecting others and the environment
- K2 How to apply practices that maximise the health, safety and welfare of yourself and others at the aerodrome
- K3 How to make and apply decisions based on the assessment of risk

Organisational

- K4 Applicable RFFS and other legislation
- K5 How to access, interpret and provide relevant information
- K6 Recording systems and their use
- K7 Sources and availability of information
- K8 Different types of investigation required within the organisation

Personal and interpersonal

- K9 How to communicate clearly and effectively with others
- K10 How to treat others with respect and consideration, taking account of, and accepting, equality
- K11 Methods of communication and reporting at the aerodrome
- K12 Roles, responsibilities and limits of authority of self and others

Technical

- K13 How to interpret information of different types and from a range of sources

- K14 How to conduct an investigation
- K15 How to gather and present evidence
- K16 How to identify and preserve evidence
- K17 Types of evidence and their importance
- K18 How to support the investigation of an event
- K19 Methods and principles of report writing
- K20 The different types of technology available to use for investigations

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Unit AWM6 – Lead and support people to resolve operational incidents

Overview

This standard is about your role as a first line manager at aerodrome incidents. It includes planning and implementing a response to the incident. It also includes your role in closing down the operational phase of the incident and debriefing those involved. There are four elements:

1. **Plan action to meet the needs of the incident**
2. **Implement action to meet planned objectives**
3. **Close down the operational phase of incidents**
4. **Debrief people following incidents**

Target group

The standard is recommended for first line managers/supervisors in the RFFS.

Performance criteria

Plan action to meet the needs of the incident

- P1 Collect and confirm information relevant to the known and anticipated risks to people, property and the environment
- P2 Plan action to lead and support your crew's response to the incident
- P3 Develop your objectives through risk assessment
- P4 Determine initial action against available resources, using a realistic assessment of their suitability for operational use
- P5 Ensure your action plan provides sufficient flexibility to meet the known and anticipated needs of the incident

Implement action to meet planned objectives

- P6 Make appropriate adjustments to your plan based on an initial assessment of the incident
- P7 Confirm our objectives and deploy your resources to meet priority needs

- P8 Make decisions that continue to minimise risk and maximise progress towards your objectives
- P9 Re-deploy your resources to meet the changing priorities of the incident
- P10 Actively seek information to update your plan and progress action to meet your objectives
- P11 Operate within the agreed level of your responsibility and authority
- P12 Ensure your role and responsibilities at the incident are known and understood by those under your leadership and support
- P13 Ensure your records are accurate, complete, in the agreed format, legible and available to authorised users
- P14 Ensure your contact with people is supportive, constructive and timely

Close down the operational phase of incidents

- P15 Confirm your achievements against the planned objectives with relevant people
- P16 Confirm the final status of the incident and agree any further action with relevant people
- P17 Identify any unresolved risks and hazards and take action to minimise these within operational constraints
- P18 Collate and provide accurate and complete information and advice to relevant people and confirm mutual understanding
- P19 Ensure contact with people is supportive, sensitive to context and presents a positive image of the aerodrome
- P20 Make your resources available for redeployment at the earliest opportunity
- P21 Accurately confirm with relevant people your resource status and availability
- P22 Operate within agreed levels of your authority and responsibility
- P23 Ensure records are complete, accurate, legible, in the agreed format and available to authorised users

Debrief people following incidents

- P24 Measure performance against specified standards relevant to defined roles
- P25 Identify opportunities and action to improve future performance

- P26 Conduct the debrief in a manner which promoted constructive, open and supportive review of the incident
- P27 Recognise successful actions, acknowledge effective performance and report meritorious actions to the relevant people
- P28 Immediately address risk critical issues identified through performance of people, equipment, working practices and systems
- P29 Identify and record all significant learning points and agree action to address these
- P30 Ensure your records are in the agreed format, accurate, complete, legible and available to authorised users

Knowledge and understanding

Health and safety

- K1 Hazards and risks of the workplace affecting people and the environment
- K2 How to apply practices that maximise the health, safety and welfare of yourself and others at the aerodrome
- K3 How to make and apply decisions based on the assessment of risk

Organisational

- K4 Applicable RFFS or other legislation
- K5 How to access, interpret and provide relevant information, including feedback
- K6 How to monitor and evaluate the effectiveness of plans and objectives
- K7 How to plan and prioritise work, including time management
- K8 How to plan the use of physical resources
- K9 How to provide information to influence change or improve service delivery
- K10 Aerodrome policies, aims and objectives
- K11 Aerodrome recording systems and their use
- K12 Sources and availability of information
- K13 The range of external regulations and requirements that impact on your work

Personal and interpersonal

- K14 How to communicate clearly and effectively with the range of people involved
- K15 How to involve and motivate people
- K16 How to make positive contributions to effective teamwork
- K17 How to plan and prioritise work in response to work demands
- K18 How to recognise problems that affect performance, and action appropriate and timely solutions
- K19 How to select and use feedback techniques
- K20 How to set objectives
- K21 How to solve problems, make decisions and plan for contingencies
- K22 How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity
- K23 Lines and methods of communication/reporting at the aerodrome
- K24 Methods of active and proactive monitoring of achievements of objectives
- K25 Role requirements and expected standards of performance
- K26 Roles, responsibilities and limits of authority of self, others and other agencies in the workplace
- K27 The importance of challenging unacceptable behaviour

Technical

- K28 Capabilities and limitations of personal and operational equipment
- K29 How to identify and preserve evidence
- K30 How to match and use resources to meet objectives
- K31 How to support the investigations of an event
- K32 Roles and responsibilities within the incident command systems
- K33 The availability and access to internal and external resources and support
- K34 The requirements for availability, operational readiness and response of human and physical resources
- K35 Types of evidence and its importance

Training and Development

- K36 How to organise and conduct debriefs and review of performance

Unit AWM7 – Aerodrome emergency planning

Overview

This unit is about developing, directing and debriefing exercises which provide a training opportunity to validate emergency planning arrangements.

It includes directing and facilitating exercises to test or validate plans, processes and arrangements whilst also presenting an opportunity to conduct debriefing with individuals or groups following emergencies, exercises or other activities.

Target group

This unit is recommended for RFFS personnel who are involved in creating aerodrome emergency exercises.

Performance criteria

Create exercises to practise or validate emergency plans

- P1 Confirm the need for exercises including their scope, aims, objectives and success criteria in accordance with organisational requirements
- P2 Establish an exercise schedule that tests all aspects of the emergency plan during different times of day/year (e.g. day/night, winter/summer)
- P3 Establish exercises in accordance with agreed objectives and available time and resources
- P4 Set realistic, believable and challenging scenarios which meet exercise objectives in accordance with organisational requirements
- P5 Create situations arising from scenarios to test or validate various aspects of plans in accordance with organisational requirements
- P6 Involve other agencies in developing, and participating in, exercises, where appropriate in accordance with organisational requirements
- P7 Rationalise the aims and objectives of all organisations participating in exercises in accordance with organisational requirements
- P8 Check required documentation is available and that the required facilities, equipment or other resources are available in accordance with organisational requirements

- P9 Confirm participants are aware of their roles in exercises and provide pre-exercise briefings in accordance with organisational requirements

Direct and facilitate exercises to practice or validate emergency or business continuity arrangements

- P10 Confirm directing staff are aware of their roles in exercises in accordance with organisational requirements
- P11 Check that you can communicate with all directing staff throughout the exercises in accordance with organisational requirements
- P12 Provide clear direction to participants throughout the exercises in accordance with organisational requirements
- P13 Present introductory information/briefing at the start of exercises in accordance with organisational requirements
- P14 Manage timings of exercises in accordance with organisational requirements
- P15 Take responsibility for the start, progress, delay, abandonment, or end of exercises in accordance with organisational requirements
- P16 Anticipate problems that might occur during exercises in accordance with organisational requirements
- P17 Maintain an overview of the progress of exercises in accordance with organisational requirements
- P18 Log events to enable production of post-exercise reports in accordance with organisational requirements
- P19 Conduct debriefing and evaluation with participants following exercises in accordance with organisational requirements
- P20 Distinguish between feedback on the mechanics of exercises, and lessons learned relevant to the objectives in accordance with organisational requirements***

Conduct debriefings after emergencies, exercises or other activities

- P21 Gather and review relevant information required for debriefings in accordance with organisational requirements
- P22 Confirm that resources or facilities needed for debriefings are available in accordance with organisational requirements

- P23 Confirm that those who should participate in debriefings have been identified and encouraged to attend in accordance with organisational requirements
- P24 Provide participants with required information in accordance with organisational requirements
- P25 Identify key issues and questions to be considered in debriefings in accordance with organisational guidelines
- P26 Facilitate debriefings in a structured and organised way in accordance with organisational guidelines
- P27 Provide constructive feedback to those involved, and encourage contributions in accordance with organisational guidelines
- P28 Recognise successful actions and acknowledge effective performance in accordance with organisational guidelines
- P29 Identify and prioritise opportunities to improve future planning and responses in accordance with organisational guidelines
- P30 Disseminate results of debriefings to relevant people in accordance with your organisation's protocols, to support future planning and responses
- P31 Maintain comprehensive, accurate records of debriefings in accordance with your organisation's protocols
- P32 Distinguish between feedback on the mechanisms of the exercise, and lessons learned relevant to the objectives in accordance with organisational requirements
- P33 Provide timely post-exercise reports, with recommendations for required follow-up actions in accordance with organisational requirements
- P34 Provide post-exercise implementation reports, describing progress made on exercise recommendations in accordance with organisational requirements

Knowledge and understanding

Health and safety

- K1 Safe working practices of your organisation in relation to working with emergency services and first responders
- K2 Hazards and risks affecting people and the environment

- K3 How to use risk assessment information to make decisions
- K4 How to apply decisions based on the assessment of risk
- K5 Your organisation's control measures to mitigate risk

Organisational

- K6 Aerodrome and/or RFFS objectives for fire or aviation safety
- K7 Your organisation's systems, tools and procedure for recording information and how to use them
- K8 The objective of aerodrome emergency planning, which is to anticipate the effects an emergency might have on life, property, and aerodrome operations; and to prepare a course, or courses, of action to minimise those effects, particularly in respect of saving lives
- K9 The Management of emergency response and recovery based on the framework of Operational, Tactical and Strategic command
- K10 The currency and validity of plans – the procedures for co-ordinating the response of different aerodrome agencies organisations or services (e.g. ground handlers, airlines, security services) and those agencies in the surrounding community that could be of assistance in responding to an emergency
- K11 The importance of Business Recovery
- K12 The importance of careful planning to deliver and effective exercise that does not impact on routine aerodrome operations
- K13 Joint Emergency Services Interoperability Principles (JESIP)

Personal and interpersonal

- K14 Methods and techniques for communicating with others
- K15 The importance of treating others with respect and consideration, taking account of and accepting diversity
- K16 Lines and methods of communication and reporting in the workplace
- K17 Roles, responsibilities and limits of authority of yourself, others and agencies in the workplace
- K18 How to solve problems and make decisions within your range of responsibility
- K19 The roles and responsibilities of emergency planners

- K20 Why it can be beneficial to involve other agencies in emergency planning arrangements and how best to involve them
- K21 The principles of command, control and co-ordination and interoperable working between multi-agency responses

Technical

- K22 How to use relevant resources effectively and safely
- K23 Your aerodrome and its needs in relation to fire/aviation safety
- K24 How to evaluate fire/aviation safety learning events
- K25 Key risks and hazards affecting fire development in aerodrome environments
- K26 Post disaster management focussing on the latter stages of the incident from a point when all survivors/casualties have been removed and the work of body recovery, Police investigators and the Air Accident Investigation Branch (AAIB) begins
- K27 Requirements for frequency of conducting exercises
- K28 The assessment of the level of medical supplies to be held on the aerodrome for emergency purposes
- K29 The need to display sufficient and suitable signage (RVP and directional arrows) at designated points to direct 'off-aerodrome' responders to the RVP(s)

Additional information

Behaviours

1. Determined
2. Investigative
3. Realistic
4. Collaborative

Skills

5. Analysing
6. Assessing
7. Briefing and debriefing

8. Communicating
9. Consulting
10. Information management
11. Organising
12. Problem solving
13. Reporting

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Aviation RFFS manager units

Unit AFSM1 – Lead, monitor and support people to resolve operational incidents

Overview

This standard relates to your leadership role at aerodrome incidents. This includes your initial review and planning of incident management, operating within the incident command system. It includes implementing, reviewing and monitoring plans and management of resources to resolve the incident. It also includes planning and conducting relevant briefings.

1. Review and determine incident status

This includes your initial review of the incident type, status and progress, the collection of relevant information and analysis of implications for the aerodrome and for resource allocation.

2. Assume responsibility and implement action to support those involved in the incident

This includes your formulation of a plan for resolution of the incident, taking account of anticipated risks, monitoring the progress of activities against your plan and making relevant adjustments. It includes obtaining advice from and collaborating with relevant specialists, and the conduct of operational briefings with relevant personnel.

3. Debrief following resolution of incidents

This includes the arrangement and conduct of relevant briefings both immediately following and at later stages of incident review.

Performance criteria

Review and determine incident status

- P1 Obtain sufficient information from all available sources on incident progress, risks, deployment, resource availability and existing incident management
- P2 Confirm that current action complies with relevant legislation and aerodrome protocols
- P3 Determine the current involvement of other agencies, their current activities and key contacts
- P4 Determine and resolve discrepancies between information obtained at the incident and information provided pre-incident
- P5 Confirm roles, responsibilities and communication channels with key personnel
- P6 Confirm risks and implications for personnel, for the aerodrome and for the wider context
- P7 Anticipate likely future resource needs including consideration of possible escalation of incident
- P8 Confirm the priority actions for resolution of incident
- P9 Ensure that information concerning change in roles and control of the incident reaches those who assist with its resolution

Assume responsibility and implement action to support those involved in the incident

- P10 Plan a response which takes account of all available information and anticipated risks
- P11 Implement the plan, and confirm roles, responsibilities, tasks and communication channels
- P12 Monitor the progress of activity against your plan
- P13 Anticipate risks to health, safety and welfare and ensure adequate and timely control measures are implemented
- P14 Review your incident plan to meet the emerging needs of the incident
- P15 Obtain technical and professional advice from suitable sources to support decision making

- P16 Provide information to other agencies to assist with their decision making
- P17 Conduct comprehensive briefings with relevant people to obtain progress reports and instigate action
- P18 Evaluate the implications of the incident on the aerodrome, the environment, the local community and other agencies roles and responsibilities
- P19 Ensure that relevant people are updated regarding identified implications
- P20 Provide accurate information to the media and utilise media resources to inform and protect aerodrome users
- P21 Confirm that objectives within immediate responsibility of the aerodrome have been met
- P22 Handover incident to relevant agencies before you withdraw support from the incident

Debrief following resolution of incidents

- P23 Arrange sufficient debriefs of suitable type and frequency to meet the needs of the incident type and scale
- P24 Gather and review pertinent information from internal and external sources
- P25 Support a full review of procedures and performance relevant to the incident in order to identify learning outcomes for the aerodrome and individuals
- P26 Identify possible changes to procedures and resource requirements that would improve future practice and service delivery
- P27 Recommend improvements, with supporting evidence, to relevant people
- P28 Identify trends and their implications for future service delivery
- P29 Provide feedback to personnel and other agencies involved
- P30 Establish the support needs of personnel involved in the incident and instigate action to deliver this
- P31 Agree action to be taken following debrief activities including responsibilities and timescales

Knowledge and understanding

- K1 The range and sources of information required to evaluate and manage incidents and how to access this
- K2 Relevant legislation and its correct interpretation and implementation
- K3 Your role, responsibilities and level of authority at aerodrome incidents
- K4 The roles, responsibilities, limitations and capabilities of personnel and other agencies
- K5 Lines of communication at incidents and the incident command system
- K6 The range and type of resources available at incidents, their capabilities and limitations
- K7 How to prioritise and allocate tasks and set clear objectives at incidents to achieve operational objectives
- K8 Your aerodrome, its characteristics and associated risks
- K9 Dynamic risk assessment and associated health, safety and welfare issues
- K10 How to communicate effectively and efficiently with personnel to achieve changing objectives and manage sensitive issues
- K11 How to anticipate the needs and requirements of the incident and of the personnel involved in its resolution
- K12 Issues of confidentiality:
 - K12.1 Security – including data protection
 - K12.2 Intellectual property rights
 - K12.3 Human Rights and the implications of potential litigation
- K13 Aerodrome objectives, values and how to operate within them
- K14 Methods, styles and principles of leadership and their application in operational context
- K15 The range, type and extent of information needed for effective debriefs
- K16 How to analyse trends, identify needs for change to procedures and instigate action to make relevant improvements
- K17 Methods of providing feedback and how to select those appropriate to the context and sensitivities of the situation
- K18 Requirements for and methods of reporting on incidents and how to report to key internal and external stakeholders

- K19 How to formulate and implement an incident plan and the factors affecting this
- K20 The range of specialists available and how to make best use of their technical expertise and support
- K21 Procedures for recognising meritorious action

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Unit AFSM2 – Determine solutions to hazards and risks identified through analysis, inspection and investigation

Overview

This standard is about your management of analyses, inspections and investigations to determine or confirm solutions and your role in making recommendations to eliminate or minimize risk to people, property and the environment. This builds on the wider principles of, and interfaces with, the aerodrome Safety Management System (SMS).

1. **Plan task and resource analyses**
This involves you using a qualitative risk-based approach to identify the resources required to undertake identified tasks in real time
2. **Inspections and investigations**
This involves you gathering relevant information, assessing risk and making the appropriate arrangements to conduct the activity
3. **Implement inspections and investigations**
This involves you confirming the purpose and status of the activity, complying with aerodrome requirements and responding positively to identified risk(s).
4. **Respond to findings following inspections and investigations**
This involves you communicating effectively with relevant people and carrying out any follow up activities within agreed timescales
5. **Present evidence at proceedings**
This involves you ensuring all the identified facts are available to relevant people and that your conduct during the proceedings complies with ethical, legal and service requirements

Performance criteria

Plan analyses, inspections and investigations

- P1 Determine the purpose, scope and timescale for the intended analysis, inspection or investigation
- P2 Identify and evaluate sufficient, relevant information that may influence the planning of the analysis, inspection or investigation or its outcome
- P3 Formulate a plan which optimises the use of available resources and minimises potential risk
- P4 Refer matters beyond your level of authority and competence to the relevant people
- P5 Agree arrangements for required activities and resource levels with relevant people
- P6 Document your plan accurately, completely, legibly and in the agreed format; make this available to authorised people within the agreed timescale

Implement analyses, inspections and investigations

- P7 Confirm with relevant people the purpose of your activity, and the manner in which the analysis, inspection or investigation will be conducted
- P8 Comply with relevant aerodrome and statutory requirements and avoid risks to self and others
- P9 Take action to minimise identified risks and recommend corrective action
- P10 Refer matters beyond your level of responsibility, competence or authority to the relevant person for advice or action
- P11 Obtain sufficient information to determine confident conclusions and accurately record where evidence available is incomplete
- P12 Communicate relevant findings to authorised people within the agreed timescale and using agreed format and communication method
- P13 Maintain confidentiality and security of information through the implementation phase
- P14 Document results accurately, completely, legibly and in the agreed format; make this available to authorised people within agreed timescales

Respond to findings following analyses, inspections and investigations

- P15 Determine the key findings of the relevant analysis, inspection or investigation and generate options for action
- P16 Generate options which take full account of the level and potential implications of hazards and risks associated with the findings
- P17 Refer matters beyond your level of competence, responsibility or authority to relevant people for action or decision
- P18 Make recommendations for action, including prioritisation of proposed options and expected outcomes
- P19 Report findings in the agreed format and make these available to authorised people within the agreed timescales

Present evidence at proceedings

- P20 Determine the purpose, scope and expectations of your attendance at proceedings
- P21 Collate and prepare sufficient factual data and evidence to meet the requirements of your attendance
- P22 Serve documents for the proceedings within the specified timescale
- P23 Provide documentary submissions and oral responses which are accurate, objective, complete, concise, in logical order and differentiate between fact and opinion
- P24 Present evidence which is relevant to the questions posed

Knowledge and understanding

Health and safety

- K1 How to access, interpret and provide relevant information and data
- K2 How to identify and analyse qualitative and quantitative information essential to your role and responsibilities
- K3 How to operate and manage within a legal and regulatory framework
- K4 The roles, responsibilities, level of authority and requirements of yourself and others within the context of proceedings
- K5 How to treat colleagues and other stakeholders with respect and consideration, taking account of and accepting diversity

- K6 The range, type and purpose of analyses, investigations and inspections within your level of authority and responsibility
- K7 Principles and methods of planning analyses, inspections and investigations
- K8 Existing systems, processes and procedures relating to analyses, inspections and investigations and their correct use
- K9 Requirements for presentation of evidence at proceedings
- K10 Your role and responsibilities at proceedings
- K11 The types and purpose of proceedings at which you may be required to present evidence
- K12 How to distinguish between fact and opinion when preparing evidence for presentation
- K13 Relevant aerodrome legislation and understanding of generic and specific risk assessment
- K14 Safety Performance Indicators (e.g. lagging, leading, and precursor events)
- K15 Aerodrome systems for recording and monitoring operational safety risks (e.g. hazard log, risk register)

Unit AFSM3 – Plan and implement activities to meet service delivery needs

Overview

This standard related to planning and implementing work activities on a daily basis to ensure effective service delivery. It includes planning and allocating work to those for whom you have responsibility, managing resources and evaluating work plans and achievements against objectives. It also includes making recommendations for change to secure continuous improvement.

1. Plan and allocate work activities to meet service delivery needs

This includes allocating work to people with suitable levels of competence and experience and identifying shortfalls in resource requirements. It includes instigating action to meet shortfalls and providing sufficient information to enable individuals to undertake their allocated activities

2. Agree resources for work activities

This involves preparing, submitting and managing resource plans within your area of responsibility. It involves negotiating and preparing contingency plans to deal with actual and potential shortfalls. Establishing appropriate funding and confirming resource plans.

3. Implement and evaluate work plans to achieve objectives

This includes implementing work plans against individual, departmental and organisational objectives, negotiating and agreeing adjustments as required to meet changing demands and ensuring that sufficient resources are available, with support, to meet operational needs

4. Make recommendations for improvements to work activities

This involves reviewing performance, collating information, analysing data to identify possible improvements in work activities and submitting recommendations for action to relevant people

Performance criteria

Plan and allocate work activities to meet service delivery needs

- P1 Provide individuals with opportunities to utilise and develop their existing skills
- P2 Allocate work activities to people with relevant experience, skills and competence
- P3 Make optimum use of the resources available to you
- P4 Plan to ensure all objectives are met and take action to meet any shortfall between requirements and resources
- P5 Instigate action to provide development to individuals to enable them to undertake the required work activities
- P6 Provide sufficient information to individuals to enable them to undertake the required work activities
- P7 Set measurable objectives for work activities
- P8 Clarify how individual objectives are linked to departmental and organisational goals
- P9 Ensure that sufficient support is available to enable work activities to be undertaken
- P10 Establish and maintain a supportive review system to measure performance against objectives

Agree resources for work activities

- P11 Show the costs involved and anticipated benefits to be expected from the investment in your requests for resources
- P12 Present proposals that include evaluation of expected benefits
- P13 Define the boundaries for negotiation in respect of resources
- P14 Make contingency plans to allow for shortfalls in requests and resources available
- P15 Investigate possible sources of funding and resources and evaluate their potential for future use
- P16 Agree resources in line with aerodrome policies and practice

Implement and evaluate work plans to achieve objectives

- P17 Review work plans against individual, departmental and organisational objectives and negotiate adjustment where necessary
- P18 Ensure that personnel have objectives and understand the significance of their achievement to organisational goals
- P19 Ensure that sufficient support is available to enable work objectives to be met
- P20 Respond to requests for additional support in line with aerodrome procedures
- P21 Review progress against work plans with those responsible for their achievement
- P22 Update plans to meet emerging needs and changes in priorities

Make recommendations for improvements to work activities

- P23 Access sufficient, relevant and current information to assist with recommendations
- P24 Investigate the specific reasons for successful achievement and any apparent shortfall in work requirements and establish the key influencing factors
- P25 Evaluate the options for action to improve work activities
- P26 Identify options which are unrealistic due to cost, time or other influencing factors
- P27 Prioritise options which are realistic and would result in improvement
- P28 Determine the improvements which might be obtained from selected options and how these can be measured
- P29 Discuss and agree measures for improvement with relevant people
- P30 Present your recommendations in a sufficient level of detail and in a style and format suitable for intended recipients

Knowledge and understanding

- K1 The current roles, responsibilities, competences and level of authority of self and others
- K2 How to set SMART objectives

- K3 The range, type and level of detail of information required by people to enable them to undertake the required work activities
- K4 The range and type of resources within your control and how to allocate these to meet service delivery needs
- K5 Organisational goals and objectives and how your work activities contribute to their achievement
- K6 Procedures, processes and responsibilities for resource planning
- K7 Your organisation's financial policies and practice
- K8 The range of sources of funding and resources available
- K9 Evaluation methods and measures at individual, departmental and organisational level and their interaction
- K10 The range and type of support to be made available to enable achievement of objectives and how to implement this
- K11 How to consult with relevant people to assist with improvement in achievement of objectives
- K12 Processes and requirements for performance review, including recording systems
- K13 Sources of relevant information and how to access these, including confidentiality and security requirements
- K14 Tools and techniques for analysis of data and evaluation of options for action
- K15 Methods and systems in place to support individual development and continuous improvement of the organisation
- K16 How to communicate effectively to gain information, inform, advise, promote and gain commitment to action
- K17 How to adapt presentation of information to meet the needs of the intended audience
- K18 How to assess and identify individual potential and development needs

Unit AFSM4 – Manage the effective use of resources

Overview

This standard is about efficiently managing the physical resources for which you are responsible. It covers planning to use the resources you and your team need, obtaining those resources, ensuring the availability of suitable supplies, and monitoring the use of resources.

1. **Plan the use of physical resources**

This includes identifying the resources your team needs. You need to look at past resource usage and at trends and developments, which may affect your choice of resources

2. **Obtain physical resources**

This includes estimating costs and potential benefits and making requests to the relevant people. You need to ensure that the physical resources you request are sufficient to support all the activities you are responsible for, and make amendments to your plans should the necessary resources not be forthcoming

3. **Ensure the availability of supplies**

This includes identifying what is required and ensuring that suppliers provide equipment and materials of the right quality. You have to negotiate with suppliers and reach agreements, which provide good value and meet organisational and legal requirements. You also need to ensure that supplies meet agreed standards

4. **Monitor the use of physical resources**

This includes encouraging members of your team to take responsibility for how they use resources. You must make sure resources are used efficiently with minimum adverse impact on the environment. You need to monitor the quality of resources continuously and make sure standards of service and product delivery are maintained. Where problems with the use of resources occur, you need to take prompt and effective corrective action.

Performance criteria

Plan the use of physical resources

- P1 Give opportunities to relevant people to provide information about the physical resources required
- P2 Take account of relevant past experience, trends and developments and factors likely to affect future resource use
- P3 Make plans that are consistent with your organisation's objectives, policies and legal requirements
- P4 Present your plans to relevant people in accordance with organisational procedures
- P5 Take action to minimise the effect of actual and potential risks
- P6 Provide sufficient details of proposed change and recommendations for improvement to the responsible line manager

Obtain physical resources

- P7 Show the costs involved and the anticipated benefits you expect from the use of the resources
- P8 Present your requests for physical resources to relevant people in required timescales for the necessary resources to be obtained
- P9 Present requests for physical resources in ways which reflect the commitment of those who will be using the resources
- P10 Obtain sufficient physical resources to support all activities within your control
- P11 Agree appropriate amendments to your plans with relevant people where you cannot obtain the physical resources you need in full
- P12 Take action to minimise the effect of actual and potential risks

Ensure the availability of supplies

- P13 Identify the supplies you need accurately
- P14 Liaise with internal suppliers to ensure continuity of supplies
- P15 Monitor the quality and quantity of supplies at appropriate intervals
- P16 Provide feedback to suppliers in relation to quality and effectiveness of supplies and delivery

- P17 Resolve any actual or potential problems with supplied in accordance with organisational procedures
- P18 Maintain your records of supplies completely, accurately and ensure they are available only to authorised people

Monitor the use of physical resources

- P19 Give opportunities to team members to take individual responsibility for the efficient use of physical resources
- P20 Ensure your team's use of physical resources is efficient and takes into account the possible impact of the environment
- P21 Monitor the quality of physical resources in accordance with organisational procedures
- P22 Monitor the use of physical resources using methods which are reliable and comply with organisational requirements
- P23 Monitor the actual use of physical resources against an agree plan at appropriate intervals
- P24 Take corrective action to deal with actual or potential significant deviations from your plan
- P25 Maintain records relating to the use of physical resources which are complete, accurate and available only to authorised people
- P26 Take action to minimise the effect of actual and potential risks
- P27 Present details of proposed change are to the responsible line manager, where service delivery improvements are identified

Knowledge and understanding

- K1 How to present and communicate plans on resource usage effectively
- K2 How to develop and present an effective case for resources to relevant people
- K3 How to encourage and enable staff to communicate their needs for resources
- K4 How to encourage and empower team members to take responsibility for the efficient use of resources
- K5 How to obtain and maximise commitment to resource planning

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- K6 Organisational objectives, policies and legal requirements relevant to resource usage
- K7 How to interpret these and identify the implications for resource planning
- K8 The legal and organisational requirements which govern the selection of suppliers
- K9 How to interpret these and identify the implications for your work
- K10 The organisational and legal requirements regarding the impact of resource usage on the environment and how to minimise adverse effects
- K11 The principles underpinning effective resource planning and your role and responsibility in relation to this
- K12 How to develop short, medium and long-term plans for the use of resources
- K13 The types of trends and developments which might impact on your use of resources, how to analyse these and draw out the implications for planning
- K14 How to adjust work plans in the event of required resources not being available
- K15 How to carry out cost-benefit analyses for the use of resources
- K16 How to analyse work activities to identify required supplies
- K17 How to select from a range of suppliers to ensure value for money, consistency, quality and continuity of supply within organisational and legal requirements
- K18 The range of physical resources which you need to carry out your activities effectively
- K19 How to establish effective agreements with suppliers and the legal, ethical and organisational requirements which govern these
- K20 How to monitor the provision of supplies to ensure ongoing quality, quantity, delivery and time requirements are being met
- K21 The importance of effective monitoring of resource use to organisational efficiency and your role and responsibility in relation to this
- K22 How to monitor and control resource usage to maintain consistency and quality in the provision of products and services

- K23 The importance of continuity of supplies to maintaining the quality of products and services and your role and responsibility in relation to this

DRAFT FOR CONSULTATION

Unit AFSM5 – Manage the performance of teams and individuals to achieve objectives

Overview

This standard is about making the best use of your team and its members so that they can achieve your organisation's objectives. It covers allocating work, agreeing objectives, and setting out plans and methods of working. It also involves monitoring and evaluating the work of your team and its members and providing feedback to them on their performance.

1. **Agree objectives and work plans with teams and individuals**

This involves setting out and agreeing objectives and work plans which are specific, measurable, realistic, time-bound and consistent with your organisation's overall objectives and policies. It includes explaining ways of working in sufficient detail for your team members to understand their objectives and responsibilities.

2. **Allocate and delegate work to teams and individuals**

This includes deciding with your team how to distribute tasks and responsibilities. It involves making sure this allocation makes best use of team members' abilities, and provides opportunities for them to learn and develop their roles.

3. **Assess the performance of teams and individuals**

This includes making it clear why you are monitoring and assessing their performance. It involves encouraging them to evaluate their own performance wherever possible. You need to evaluate their performance against clear, agreed criteria, taking into account organisational constraints and personal circumstances.

4. **Provide feedback to teams and individuals on their performance**

This involves giving regular feedback based on your objective assessment of their performance. It includes acknowledging their achievements and providing constructive suggestions and encouragement together with opportunities for them to respond to your feedback.

5. **Resolve performance issues with teams and individuals**

This involves investigating and managing incidents of poor performance or reduced performance. It includes your role in formal and informal review, disciplinary and grievance procedures.

Performance criteria

Agree objectives and work plans with teams and individuals

- P1 Give opportunities to your team members to help define their own objectives and work plans
- P2 Develop objectives and work plans which are consistent with team and organisational objectives and agree these with all personnel in your area of responsibility
- P3 Ensure the objectives, work plans and schedules are achievable within organisational constraints
- P4 Ensure the objectives and work plans take account of team members' abilities and development needs
- P5 Explain the objectives and work plans in sufficient detail and at a level and pace appropriate to your individual team members
- P6 Confirm team and individual understanding of, and commitment to, objectives and work plans at appropriate intervals
- P7 Provide advice and guidance on how to achieve objectives in sufficient detail and appropriate to the needs of teams and individuals
- P8 Update the objectives and work plans taking account of any individual, team and organisational changes
- P9 Take action to minimise the effect of actual and potential risks

Allocate and delegate work to teams and individuals

- P10 Give opportunities to your team members to recommend how you should allocate work within the team
- P11 Ensure your allocation of work makes the best use of your team's resources and abilities
- P12 Ensure your allocation of work provides your team members with suitable learning opportunities to meet their personal development objectives

- P13 Ensure your allocation of work is consistent with your team's objectives, and the objectives, policies and values of your organisation
- P14 Define the responsibilities of your team and its individual members, and the limits of their authority
- P15 Provide sufficient information on your allocation of work at a level and pace appropriate to the individuals concerned
- P16 Confirm team and individual understanding of, and commitment to, work allocations at appropriate intervals
- P17 Reach agreement with relevant people on the prioritisation of objectives or reallocation of resources, where team resources are insufficient
- P18 Inform your team and its members of changes to work allocations in a way which minimises the impact on time and cost

Assess the performance of teams and individuals

- P19 Explain the purpose of monitoring and assessment to all those involved
- P20 Give opportunities to teams and individuals to monitor and assess their own performance against objectives and work plans
- P21 Monitor teams and individuals to maintain and improve performance
- P22 Assess the performance of teams and individuals based on sufficient, valid and reliable information
- P23 Assess objectively, against agreed criteria
- P24 Ensure that your assessments take due account of the personal circumstances of team members and the organisational constraints on their work
- P25 Take appropriate action to minimise the effect of actual and potential risks
- P26 Forward details of proposed change to the relevant line manager, where service delivery improvements are identified

Provide feedback to teams and individuals on their performance

- P27 Provide feedback to teams and individuals which helps them to maintain and improve their performance
- P28 Provide feedback that is clear, and is based on your objective assessment of their performance against agreed objectives

- P29 Provide your team members with suggestions and encouragement for improving future performance against their work and development objectives
- P30 Give opportunities to teams and individuals to respond to feedback, and to recommend how they could improve their performance in the future

Resolve performance issues with teams and individuals

- P31 Determine the existence of actual performance issues and the apparent causes
- P32 Investigate and confirm the actual causes of performance difficulties with individuals involved
- P33 Determine your role and responsibilities in relation to the cause of performance difficulties
- P34 Explore and agree options for resolving performance issues
- P35 Record agreements and outcomes in line with relevant informal or formal procedures
- P36 Follow up action and monitor performance within agreed timescale
- P37 Refer matters beyond your area of competence or level of responsibility to relevant people

Knowledge and understanding

- K1 The importance of defining and communicating team and individual responsibilities and how to do this
- K2 How to develop and present work plans using spoken, written and graphical means
- K3 The purpose of monitoring and assessment and communicating this effectively to those involved
- K4 How to provide both positive and negative feedback to team members on their performance
- K5 How to choose an appropriate time, place and method to give feedback to teams and individuals
- K6 The importance of the effective allocation of work to your team's performance and your role and responsibilities in relation to this

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- K7 The factors which you need to consider when allocating work to individuals within the team
- K8 How to match the allocation of work to learning needs and individual development plans
- K9 How to prioritise and re-prioritise work allocations according to resource availability
- K10 How your changes to work allocations and negotiations around them can impact on cost, time and convenience
- K11 The importance of consulting with team members on objectives and work plans
- K12 How to encourage and enable team members to define their work objectives and plans
- K13 How to gain the commitment of team members to objectives and work plans through effective leadership
- K14 The types of issues on which your team members may need advice and guidance
- K15 The importance of providing opportunities to team members to monitor and assess their work, and how to enable this
- K16 How to motivate team members and gain their commitment by providing feedback and effective leadership
- K17 The importance of providing constructive suggestions on how performance can be improved
- K18 Your team objectives, and the organisational policies and values which have a bearing on the allocation of work within your team
- K19 The relevant people with whom negotiations on the allocation of resources need to take place
- K20 The organisational objectives and constraints which have a bearing on objectives and work plans
- K21 Organisational procedures for discipline, grievance and management of poor performance
- K22 How to identify and devise objectives and work plans for the short, medium and long term

- K23 The importance of agreeing objectives and work plans which are realistic and achievable
- K24 How to match objectives and work plans with individuals' abilities and development needs
- K25 The importance of regularly updating objectives and work plans
- K26 The importance of monitoring and assessing the ongoing performance of teams and individuals
- K27 Different purposes of work monitoring and assessment
- K28 How to make fair and objective assessments on individual performance
- K29 The standards against which work is to be assessed
- K30 The information needed to assess the performance of teams and individuals
- K31 The importance of providing clear and accurate feedback to your team members on their performance and your role and responsibilities in relation to this
- K32 How the necessary information should be gathered and validated
- K33 The principles of confidentiality when providing feedback and who should receive what information
- K34 The types of personal circumstances which may impact on individual performance

Unit AFSM6 – Develop teams and individuals to enhance work based performance

Overview

This standard is about developing you team's skills and knowledge to ensure the best possible results at work. It covers identifying the development needs of your team and its members, planning their development and using a variety of activities to improve team performance.

- 1. Identify the development needs of teams and individuals**

This involves giving your team members the opportunity to identify their needs. It includes seeking specialist advice if necessary to help you confirm your decisions.
- 2. Plan the development of teams and individuals**

This involves identifying development objectives, resources and timescales to plan the development of individuals and teams.
- 3. Develop teams to improve performance**

This includes selecting and organising activities which support your development objectives. It involves providing all team members with opportunities to access these activities.
- 4. Deliver individual learning and support for development**

This involves providing the support individuals need, monitoring their progress and providing feedback at appropriate times. It includes helping individuals to deal with problems and obstacles to learning, which they may have.
- 5. Evaluate the development of teams and individuals**

This involves you carrying out objective assessment of team and individual progress and providing them with the opportunity to contribute to their own assessment.

Performance criteria

Identify the development needs of teams and individuals

- P1 Give opportunities to your team members to help define their own development needs and those of the team as a whole
- P2 Identify development needs based on information gathered about individual performance
- P3 Identify development needs for all the personnel you are responsible for
- P4 Seek guidance from competent specialists, to support your development of personnel
- P5 Provide information on development needs to authorised people in an appropriate manner
- P6 Confirm that records of identified development needs comply with organisational procedures

Plan the development of teams and individuals

- P7 Produce plans which address the identified training and development needs for all the personnel you are responsible for
- P8 Identify the processes you will use and the resources you need
- P9 Produce plans that are capable of being implemented within defined timescales
- P10 Present your plans to relevant people within required timescales
- P11 Update your plans at regular intervals after discussion and agreement with relevant people

Develop teams to improve performance

- P12 Organise development activities which support your team and organisational objectives
- P13 Make best use of available resources to deliver development activities
- P14 Provide all team members with equal access to relevant development activities
- P15 Demonstrate your commitment to individual and team development through your personal support for, and involvement in, the development activities

P16 Take appropriate action to minimise the effect of actual and potential risks

Deliver individual learning and support for development

P17 Provide support which is consistent with the individuals' needs

P18 Provide support which takes account of the individuals' work constraints and overall team objectives

P19 Give all team members equal access to support relevant to their learning needs

P20 Monitor the individuals' learning and development so that you can modify support according to their needs

P21 Gather feedback from individuals on the quality of support you provide

P22 Give feedback to individuals to reinforce learning and development

P23 Identify and remove any obstacles to learning effectively and with the agreement of the individuals involved

Evaluate the development of teams and individuals

P24 Agree the purpose of the assessment and your role in it with relevant people

P25 Give opportunities to team members to contribute to their own and their team's assessments

P26 Give all team members equal access to assessment against development objectives

P27 Carry out assessments objectively against agreed criteria using sufficient, valid and reliable information

P28 Provide information on the results of the assessments to authorised people only, in an appropriate format and to agreed deadlines

Knowledge and understanding

K1 How to present development needs and plans to relevant people in a way which is likely to influence their decision-making positively

K2 The importance of human resource development to organisational effectiveness

K3 The importance of equality of opportunity in human resource development

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- K4 The importance of providing opportunities for teams and individuals to contribute to their own assessments and how to ensure this
- K5 How to collect and validate the information you need to identify development needs
- K6 The importance of good record-keeping
- K7 The importance of confidentiality when carrying out and reporting assessments
- K8 The importance of providing your team members with opportunities to identify their development needs and those of the team as a whole and how to encourage this
- K9 The importance of agreeing developmental plans with those involved, and processes which may be used to achieve such agreement
- K10 How to motivate staff and win their commitment to, and participation in, development activities through effective leadership
- K11 How to monitor and evaluate individual progress and make adjustments according to a range of factors which you identify
- K12 The importance of providing accurate, objective and constructive feedback to individuals on their progress
- K13 How to provide feedback according to the individual and the circumstances
- K14 The importance of agreeing the purpose of the assessments with relevant people
- K15 The importance of team members contributing to the assessment of their progress and how to encourage and enable them to do so
- K16 The team objectives and organisational values which have a bearing on the identification of training needs
- K17 How to identify development needs for your team and the information needed to do so
- K18 The types of support and guidance which may be needed from specialists and how to get it
- K19 The principles of good practice which underpin human resource development planning
- K20 The range of activities which you may use to develop your team

- K21 How to select and implement development activities which are appropriate to:
- K21.1 The team members
 - K21.2 Their development needs and work
 - K21.3 The context in which you are operating
 - K21.4 The available resources
- K22 How to ensure that development activities meet agreed objectives and plans
- K23 The importance of assessing team members against development activities
- K24 The range of assessments methods and the purpose of each
- K25 The principles of fair and objective assessment
- K26 The importance of showing your commitment to development activities
- K27 How to present a positive role model to team members
- K28 The importance of managers supporting individual learning and development
- K29 The range of obstacles to learning and development which individuals may encounter, how to identify these and strategies to use in response to them

Unit AFSM7 – Provide information to support decision making

Overview

This standard is about providing information so that sound decisions can be taken. It covers obtaining, recording, storing and analyzing information so that decisions can be taken. It also covers advising and informing other people.

1. **Obtain information for decision making**

This includes finding reliable and appropriate sources of information and selecting methods of gathering information which are efficient and effective

2. **Record and store information**

This includes selecting appropriate and efficient methods, which comply with your organisation's policies and procedures. You will support your team members in suggesting improvements to the way in which information is recorded and stored, and recommend improvements yourself.

3. **Evaluate information to support decision making**

This includes identifying the objectives of your analysis and selecting appropriate information to achieve these objectives. You need to select and use effective methods of analysis to identify any patterns or trends and draw conclusions which are supported by good evidence.

4. **Advise and inform others**

This includes identifying and providing information in an appropriate and effective way. You need to check the recipients' understanding of the information and advice you have provided, observing rules and guidelines on confidentiality.

Performance criteria

Obtain information for decision making

P1 Identify the information you need to make the required decisions

- P2 Obtain information which is accurate, relevant and sufficient to support decision making and meets current and anticipated requirements
- P3 Use methods for obtaining information which are reliable, effective and make efficient use of resources in accordance with aerodrome procedures
- P4 Take effective action to deal with information which is inadequate, contradictory or ambiguous

Record and store information

- P5 Use systems, procedures and resources for recording and storing information which are suitable for the purpose
- P6 Record and store information in compliance with aerodrome policies and legal requirements
- P7 Ensure that information and records are stored securely and are accessible in the required format to authorised people only

Evaluate information to support decision making

- P8 Identify objectives for your evaluation which are relevant to the decisions which need to be made
- P9 Select information which is accurate, relevant to the objectives and sufficient to arrive at reliable decisions
- P10 Adopt methods of evaluation which are suitable to achieve the objectives
- P11 Identify relevant patterns and trends within the information evaluated
- P12 Differentiate between fact and opinion
- P13 Support your conclusions with reasoned argument and appropriate evidence
- P14 Record the outcomes of your evaluation in accordance with aerodrome procedures

Advise and inform others

- P15 Provide advice and information which meets the needs of the recipients in accordance with aerodrome procedures
- P16 Support your information and advice with reasoned argument and appropriate evidence

- P17 Confirm your recipients' understanding of the advice and information you have given
- P18 Seek feedback from recipients to improve the way you provide advice and information

Knowledge and understanding

- K1 How to judge the accuracy, relevance and sufficiency of information required to support decision making in different contexts
- K2 How to identify information which may be contradictory, ambiguous or inadequate and how to deal with these problems
- K3 Different approaches to, and methods of, analysing information and how to select methods appropriate to decisions which you have to make
- K4 How to draw conclusions on the basis of analysing information
- K5 The differences between fact and opinion, how to identify these and present them accordingly
- K6 Different formats which may be required for presenting qualitative and quantitative information and how to select an appropriate format
- K7 How to develop and present a reasoned case based on the outcomes of an analysis
- K8 How to communicate advice and information effectively both through speaking and writing
- K9 The importance of confirming the recipient's understanding of information and advice provided and how to do this
- K10 The importance of providing advice and information and your role and responsibilities in relation to this
- K11 The types of advice and information which people may require
- K12 How to identify information needs
- K13 Situations in which it is appropriate to act on own initiative in giving information and advice
- K14 The importance of seeking feedback on the quality and relevance of the advice and information you provide and how to encourage such feedback

- K15 The importance of information management to the team and organisational effectiveness and your role and responsibilities in relation to this
- K16 The types of qualitative and quantitative information which are essential to your role and responsibilities
- K17 The range of sources of information which are available to you and how to ensure that these are capable of meeting current and anticipated information requirements
- K18 Different methods of recording and storing information and their advantages and disadvantages
- K19 How to ensure that information is organised in a way that makes it readily accessible
- K20 The importance of the effective analysis of information and your role and responsibility in relation to this
- K21 Types of qualitative and quantitative information which you need to be able to analyse
- K22 The importance of record-keeping in the analysis of information and how such records should be kept and used
- K23 The importance of checking the validity of advice and information provided to others
- K24 How to ensure advice and information is complete to meet the needs of recipients
- K25 The principles of confidentiality when handling information and advice
- K26 The aerodrome policies and legal requirements in relation to collecting, recording and storing information and how to interpret these
- K27 Aerodrome policies, procedures and resource constraints which may affect advice given to others
- K28 The importance of providing opportunities for team members to make recommendations on improvements to systems and procedures
- K29 How to encourage and enable team members to make recommendations

Unit AFSM8 – Aerodrome emergency planning

Overview

This unit is about developing and sustaining effective working relationships with other organisations, including public, private or voluntary sector bodies. This is essential for effective multi-agency working in planning for and recovering from emergencies.

1. **Work in co-operation with other organisations**
2. **Manage information to support aerodrome emergency response decision making**
3. **Develop, maintain and evaluate emergency plans and arrangements**
4. **Prepare for emergencies at the tactical (silver) level**
5. **Provide support to meet the needs of individuals affected by emergencies**

Target group

This unit is particularly suited to those who work with people from other organisations in planning for the response to and recovery from emergencies.

Performance criteria

Work in co-operation with other organisations

- P1 Identify roles, responsibilities and authorities of different people and organisations you work with in line with organisational requirements
- P2 Agree and record arrangements for joint working appropriate to the nature and purpose of the work
- P3 Maintain arrangements for joint working appropriate to the nature and purpose of the work
- P4 Confirm shared responsibilities and authority to act, including any limitations in line with organisational requirements

- P5 Agree information to be shared, reasons for this and how to maintain security of information in line with legislative and organisational requirements
- P6 Undertake your role in multi-agency working in ways that are consistent with agreements made, your own job role and organisational policies and standards
- P7 Interact with people in other organisations in line with organisational requirements and in ways which:
- P7.1 Encourage effective relationships and participation
 - P7.2 Respect their views, roles and responsibilities
 - P7.3 Promote equality and value diversity
 - P7.4 Acknowledge the value of multi-agency working
- P8 Represent your organisation's views and policies in line with organisational policies and standards
- P9 Identify how your organisation can support multi-agency objectives through contributions to joint working
- P10 Agree how multi-agency work will be monitored in line with organisational requirements
- P11 Agree when multi-agency work will be reviewed in line with organisational requirements

Manage information to support aerodrome emergency response decision making

- P12 Identify how your organisation can support multi-agency objectives through contributions to joint working
- P13 Agree how multi-agency work will be monitored in line with organisational requirements
- P14 Agree when multi-agency work will be reviewed in line with organisational requirements
- P15 Identify information needed to support decision making during emergencies, exercises or other civil protection activities in accordance with organisational requirements
- P16 Identify sources of relevant and reliable information in accordance with organisational requirements

- P17 Establish methods to monitor and evaluate the validity and reliability of information in accordance with organisational requirements
- P18 Take action within organisational timeframes to highlight information which is:
- P18.1 Inadequate
 - P18.2 Unreliable
 - P18.3 Contradictory
 - P18.4 Ambiguous
- P19 Make information available to those who need it for informed decision making in accordance with organisational timeframes
- P20 Present information in a manner which promotes understanding in accordance with organisational requirements
- P21 Co-operate with category one responders to organise information in accordance with organisational requirements
- P22 Manage security of information in accordance with legislative and organisational requirements
- P23 Record and store information, in accordance with organisational requirements
- P24 Manage compliance with current legislation and policies, relevant to information management

Develop, maintain and evaluate emergency plans and arrangements

- P25 Develop plans and arrangements through consultation with those in your organisation and other partners likely to be involved in emergency responses in accordance with organisational requirements
- P26 Confirm required aims, scope and objectives of plans and arrangements in accordance with organisational requirements
- P27 Develop plans and arrangements in accordance with organisational requirements and guidelines with regard to:
- P27.1 Relevant risk assessments
 - P27.2 Topography of the aerodrome and its surroundings
 - P27.3 The welfare of passengers, crew, aerodrome personnel and other emergency responders

- P28 Provide a framework for management, co-ordination and control in accordance with organisational requirements and including:
- P28.1 Procedures for enabling risk mitigation
 - P28.2 Procedures for determining whether an emergency has occurred
 - P28.3 Roles and responsibilities of responders
 - P28.4 Procedures for alerting staff and activating response arrangements
 - P28.5 Provision of resources
 - P28.6 Provision of resilient information and communications systems
 - P28.7 Arrangements to warn, inform and advise communities
- P29 Raise awareness of emergency plans and arrangements in accordance with organisational requirements
- P30 Confirm the provision of training for relevant staff or other persons in accordance with organisational requirements
- P31 Confirm provision of exercises to validate and practice plans and arrangements in accordance with organisational and regulatory requirements
- P32 Maintain records of key decisions agreed in planning processes in accordance with organisational requirements
- P33 Present plans and arrangements in accordance with organisational requirements
- P34 Confirm ownership of plans and arrangements by senior managers and decision makers in accordance with organisational requirements
- P35 Arrange circulation of all or part of emergency plans, in accordance with organisational requirements
- P36 Check systems are in place to keep plans up to date in response to changes in aerodrome operations, the aerodrome and its surroundings, and other emergency response partners. Review plans systematically in line with current risk assessments, lessons identified from incidents and exercises, and any changes to guidance and legislation

Prepare for emergencies at the tactical (silver) level

- P37 Obtain sufficient information to determine the current status of responses in accordance with organisational requirements
- P38 Formulate tactical plans which take account of available information, including any pre-determined emergency plans, and anticipated risks in accordance with organisational requirements
- P39 Conduct on-going risk assessment and management in response to the dynamic nature of emergencies in accordance with organisational requirements
- P40 Review tactics with key personnel involved in command, control and co-ordination in accordance with organisational requirements
- P41 Confirm actions to implement tactics are carried out, taking into account impacts on individuals, aerodrome assets and the environment in accordance with organisational requirements
- P42 Determine priorities for allocating available resources in accordance with organisational requirements
- P43 Anticipate future resource needs, taking account of possible escalations of emergencies in accordance with organisational requirements
- P44 Work in co-operation and communicate with other responders in accordance with organisational requirements
- P45 Liaise with relevant organisations to address priorities of restoring aerodrome operations in accordance with organisational requirements
- P46 Obtain and provide technical and professional advice from suitable sources to inform decision making in accordance with organisational requirements
- P47 Provide accurate information to inform the media where relevant in accordance with organisational timeframes and requirements
- P48 Monitor and maintain the health, safety and welfare of individuals during responses in accordance with organisational requirements
- P49 Review actions taken at operational (bronze) level in accordance with organisational requirements
- P50 Brief and debrief individuals under your area of authority fully and in accordance with organisational requirements

- P51 Evaluate the effectiveness of tactics and use this information to inform future practice in accordance with organisational requirements

Provide support to meet the needs of individuals affected by emergencies

- P52 Identify organisations from the public, private or voluntary sectors which may provide ongoing care and assistance in accordance with organisational requirements
- P53 Communicate and share information with organisations involved in provision of care and assistance in accordance with organisational requirements
- P54 Plan to meet the needs of individuals affected by emergencies in accordance with organisational requirements
- P55 Raise individuals' awareness of services for those affected by emergencies and how they can be accessed in accordance with organisational requirements
- P56 Identify realistic options for further developing services for those affected by emergencies in accordance with organisational requirements

Knowledge and understanding

Health and safety

- K1 Safe working practices of your organisation in relation to working with emergency services and first responders
- K2 Hazards and risks affecting people and the environment
- K3 How to use risk assessment information to make decisions
- K4 How to apply decisions based on the assessment of risk
- K5 Your organisation's control measures to mitigate risk

Organisational

- K6 Aerodrome and/or RFFS objectives for fire or aviation safety
- K7 Your organisation's systems, tools and procedures for recording information and how to use them
- K8 The objective of aerodrome emergency planning, which is to anticipate the effects an emergency might have on life, property and aerodrome

operations, and to prepare a course or courses of action to minimise those effects, particularly in respect of saving lives

- K9 The Management of emergency response and recovery based upon the framework of Operational, Tactical and Strategic command
- K10 The currency and validity of plans – the procedure for co-ordinating the response of different aerodrome agencies, organisations or services (e.g. ground handlers, airlines, security services) and those agencies in the surrounding community that could be of assistance in responding to an emergency
- K11 The importance of Business Recovery
- K12 Joint Emergency Services Interoperability Principles (JESIP)

Personal and interpersonal

- K13 Methods and techniques for communicating with others
- K14 The importance of treating others with respect and consideration, taking account of and accepting diversity
- K15 Lines and methods of communication and reporting in the workplace
- K16 Roles, responsibilities and limits of authority of yourself, others and agencies in the workplace
- K17 How to solve problems and make decisions within your range of responsibility
- K18 The roles and responsibilities of emergency planners
- K19 Why it can be beneficial to involve other agencies in emergency planning arrangements and how best to involve them
- K20 The principles of command, control and co-ordination and interoperable working between multi-agency responses

Technical

- K21 How to use relevant resources effectively and safely
- K22 Your aerodrome and its needs in relation to fire/aviation safety
- K23 How to evaluate fire/aviation safety learning events
- K24 Key risks and hazards affecting fire development in aerodrome environments

- K25 Post disaster management focussing on the latter stages of the incident from a point when all survivors/casualties have been removed and the work of body recovery, Police investigators and the Air Accident Investigation Branch (AAIB) begins
- K26 Requirements for frequency of conducting exercises
- K27 The assessment of the level of medical supplies to be held on the aerodrome for emergency purposes
- K28 The need to display sufficient and suitable signage (RVP and directional arrows) at designated points to direct 'off-aerodrome' responders to the RVP(s)

Additional information

Behaviours

1. Determined
2. Investigative
3. Realistic
4. Collaborative

Skills

5. Analysing
6. Assessing
7. Briefing and debriefing
8. Communicating
9. Consulting
10. Information management
11. Organising
12. Problem solving
13. Reporting