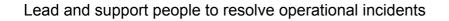


Overview	This standard is about your role as a first line manager at operational
	incidents within the fire and rescue service. It includes planning and
	implementing a response to the incident.
	It also includes your role in closing down the operational phase of the
	incident and debriefing those involved.
	As this standard applies across a range of working contexts, the
	following guidelines apply at element level:
	There are four elements
	Plan action to meet the needs of the incident
	This element concerns your ability to plan action whilst identifying any
	known and anticipated risks to people, property and the environment
	Implement action to meet planned objectives
	This element concerns your ability to implement actions in order to meet
	planned objectives whilst deploying resources effectively
	Close down the operational phase of incidents
	This element concerns your ability to close down the operational phase
	of incidents whilst identifying any unresolved hazards or risks and
	providing accurate and complete information to others
	Debrief people following incidents
	This element concerns your ability to debrief relevant people following
	incidents



Performance criteria	l
Performance criteria	<ul> <li>Plan action to meet the needs of the incident</li> <li>1. collect information relevant to the known and anticipated risks to people, property and the environment</li> <li>2. confirm information relevant to the known and anticipated risks to people, property and the environment</li> <li>3. plan actions to lead and support your crew's response to incidents</li> <li>4. develop your objectives through risk assessment</li> <li>5. determine initial action against available resources</li> <li>6. develop action plans that provide sufficient flexibility to meet the known and anticipated needs of incidents</li> <li>Implement action to meet planned objectives</li> <li>7. make appropriate adjustments to your plans based on initial assessment of incidents</li> <li>8. confirm your objectives and deploy your resources to meet priority needs</li> <li>9. make decisions that continue to minimise risk and maximise progress towards your objectives</li> <li>10. re-deploy your resources to meet the changing priorities of incidents</li> <li>11. actively seek information to update your plans and progress action to meet your objectives</li> <li>12. operate within the agreed level of your responsibility and authority</li> <li>13. ensure your role and responsibilities at incidents are known and understood by those under your leadership and others</li> </ul>
	<ul> <li>14. maintain records in line with your organisation's procedures</li> <li>15. ensure your contact with others is appropriate, constructive and timely</li> <li>Close down the operational phase of incidents</li> <li>16. confirm your ophicy ments against the planned chiestives with others</li> </ul>
	<ul> <li>16. confirm your achievements against the planned objectives with others</li> <li>17. confirm the final status of incidents and;</li> <li>17.1 agree any further action with others</li> <li>18. identify any unresolved risks and hazards taking action to minimise these within operational constraints</li> </ul>
	<ul> <li>19. collate accurate and complete information on incidents</li> <li>20. provide accurate and complete information and advice to others and</li> <li>20.1 confirm mutual understanding</li> <li>21. ensure contact with others is supportive, sensitive to context and presents a</li> </ul>
	<ul> <li>positive image of the organisation</li> <li>22. make your resources available for redeployment at the earliest opportunity</li> <li>23. accurately confirm with others your resource status and availability</li> <li>24. maintain records in line with your organisation's procedures</li> <li>Debrief people following incidents</li> </ul>

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25. measure performance against specified standards relevant to defined roles

26. identify opportunities and actions to improve future performance

27. conduct debriefs in a manner which promotes a constructive, open and supportive review of incidents

28. recognise successful actions, acknowledge effective performance and report meritorious actions to others

- 29. immediately address risk critical issues identified through performance of people, equipment, working practices and systems
- 30. identify all significant learning points
- 31. record all significant learning points
- 32. agree actions to address all significant learning points
- 33. ensure that your records are in line with your organisation's procedures



# Knowledge and understanding

You need to know and understand:

#### **Health and Safety**

 hazards and risks of the workplace affecting people and the environment
 how to apply practices that maximise the health, safety and welfare of yourself and others in the workplace

3. how to make and apply decisions based on the assessment of risk **Organisational** 

4. applicable fire and rescue or other relevant legislation

- 5. how to access, interpret and provide relevant information, including feedback
- 6. how to monitor and evaluate the effectiveness of plans and objectives
- 7. how to plan and prioritise work, including time management
- 8. how to plan the use of physical resources
- 9. how to organise and conduct debriefs and review of performance
- 10. how to provide information to influence change or improve service delivery
- 11. organisational policies, aims and objectives
- 12. recording systems and their use
- 13. sources and availability of information
- 14. methods of communication or reporting in the workplace

#### Personal and Interpersonal

15. how to communicate clearly and effectively with the range of people involved

- 16. how to involve and motivate people
- 17. how to make positive contributions to effective teamwork
- 18. how to plan and prioritise work in response to work demands

19. how to recognise problems that affect performance, and action appropriate and timely solutions

- 20. how to select and use appropriate feedback techniques
- 21. how to set objectives and actively monitor progress of their outcomes
- 22. how to solve problems, make decisions and plan for contingencies

23. how to treat others with respect and consideration, taking account of, and accepting, equality

24. methods of communication and reporting in the workplace

25. role requirements and expected standards of performance

26. roles, responsibilities and limits of authority of self and others in the workplace

27. the importance of identifying and challenging unacceptable behaviour **Technical** 

28. capabilities and limitations of personal and operational equipment

29. how to identify types of evidence and the importance of preservation



30. types of evidence and its importance

- 31. how to match and use resources to meet objectives
- 32. how to support the investigation of an event
- 33. roles and responsibilities within the incident command systems
- 34. the availability and access to internal and external resources and support

35. the requirements for availability, operational readiness and response of human and physical resources

Glossary



Lead and support people to resolve operational incidents

These definitions are provided to explain how key words and concepts are used in this unit.

#### Activities

Actions, processes, operations or services in the workplace which must be carried out in order to achieve objectives

## Allocating work

Giving teams and individuals responsibility for tasks which should achieve agreed work objectives

## Confidentiality

Only providing information to those who are authorised to have it

## Feedback on performance

Information you give to team members on how well they are performing against the objectives which have been agreed

## Legislation

Internal, external policies and procedures or regulations you must work to within your role

#### 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

## Objectives

Clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and time-bound

## **Organisational Constraints**

Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action

## 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

#### Records

An organisational reporting mechanism

#### Schedules

Documents showing the work to be done, when and, sometimes, by

#### whom

#### 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

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## Lead and support people to resolve operational incidents

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