

Lead and support people to resolve operational incidents

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

Lead and support people to resolve operational incidents

Performance criteria

You must be able to:

Plan action to meet the needs of the incident

1. collect information relevant to the known and anticipated risks to people, property and the environment
2. confirm information relevant to the known and anticipated risks to people, property and the environment
3. plan actions to lead and support your crew's response to incidents
4. develop your objectives through risk assessment
5. determine initial action against available resources
6. develop action plans that provide sufficient flexibility to meet the known and anticipated needs of incidents

Implement action to meet planned objectives

7. make appropriate adjustments to your plans based on initial assessment of incidents
8. confirm your objectives and deploy your resources to meet priority needs
9. make decisions that continue to minimise risk and maximise progress towards your objectives
10. re-deploy your resources to meet the changing priorities of incidents
11. actively seek information to update your plans and progress action to meet your objectives
12. operate within the agreed level of your responsibility and authority
13. ensure your role and responsibilities at incidents are known and understood by those under your leadership and others
14. maintain records in line with your organisation's procedures
15. ensure your contact with others is appropriate, constructive and timely

Close down the operational phase of incidents

16. confirm your achievements against the planned objectives with others
17. confirm the final status of incidents and;
 - 17.1 agree any further action with others
18. identify any unresolved risks and hazards taking action to minimise these within operational constraints
19. collate accurate and complete information on incidents
20. provide accurate and complete information and advice to others and
 - 20.1 confirm mutual understanding
21. ensure contact with others is supportive, sensitive to context and presents a positive image of the organisation
22. make your resources available for redeployment at the earliest opportunity
23. accurately confirm with others your resource status and availability
24. maintain records in line with your organisation's procedures

Debrief people following incidents

Lead and support people to resolve operational incidents

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

Lead and support people to resolve operational incidents

Knowledge and understanding

You need to know and understand:

Health and Safety

1. hazards and risks of the workplace affecting people and the environment
2. 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

Lead and support people to resolve operational incidents

- 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

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

Lead and support people to resolve operational incidents

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

Lead and support people to resolve operational incidents

Developed by	Skills for Justice
Version Number	3
Date Approved	December 2014
Indicative Review Date	December 2019
Validity	Current
Status	Original
Originating Organisation	Skills for Justice
Original URN	SFJ FRS WM7
Relevant Occupations	Fire and Rescue Watch Managers
Suite	Watch Management
Keywords	Lead, support, resolve, operational, incidents