Safety and Airspace Regulation Group

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

CAP 699

Contents

Revision history

Third edition **January 2017**

Much of the content of this document draws on National Occupational Standards (NOS), developed by Skills for Fire and Rescue in collaboration with the UK Fire and Rescue Services, and this source is duly acknowledged.

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) and the requirement to hold a certificate of competence (COC) 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.

Revision 1   **August 2002**

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.
ALARP	As low as reasonably practicable, this requires risk to be reduced to an acceptable and justifiable level.
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'.
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	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.
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	Anything that is presented as proof of competence. It includes: • 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	Any evidence provided during assessment should be: • **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 • **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 System	The ICS provides the recognised nationwide, safe and 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.
Internal quality assurance (IQA)	The process which ensures the integrity and value of qualifications and/or assessments throughout their life cycle.
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 Service (RFFS)	The international term used to describe the airport fire service.
Resources	The people, time, equipment, materials, services, energy and premises which you have at your disposal
Risk	A risk is the chance, high or low, that any hazard will actually cause someone harm.
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.
Role	A group of functional activities.
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
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.
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).
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.
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.
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.

*Chapter 3 defines the standards for competence derived from the UK Fire and Rescue Services, National Occupational Standards (NOS). The aerodrome operator is therefore able to select the relevant units as required by them to meet their role maps.

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 identified with the potential to be used as a developmental activity in this role, where adopted by the aerodrome.
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

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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				
AFSM1	Lead, monitor and support people to resolve operational incidents		D	C

AFSM2	Determine solutions to hazards and risks identified through inspection and investigation		D	C
AFSM3	Plan and implement activities to meet service delivery needs		D	C
AFSM4	Manage the effective use of resources		D	C
AFSM5	Manage the performance of teams and individuals to achieve objectives		D	C
AFSM6	Develop teams and individuals to enhance work based performance		D	C
AFSM7	Provide information to support decision making		D	C
AFSM8	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 applying the ALARP principles
- 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 frequency analysis should 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
- **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   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 (e.g. where they have carried out training / instruction which is to be assessed) 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

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 may 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 their 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 (e.g. seminars, CPD, quality assurance of their assessments, standardisation meetings) 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 aerodrome 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 1.19.

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 should be established, which 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. The aerodrome operator is able to select the relevant units as required by them to meet their role maps.

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	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: 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 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.
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 may 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- coordinating 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.

Unit AFF1 – Gather and manage information to mobilise a fire and rescue response
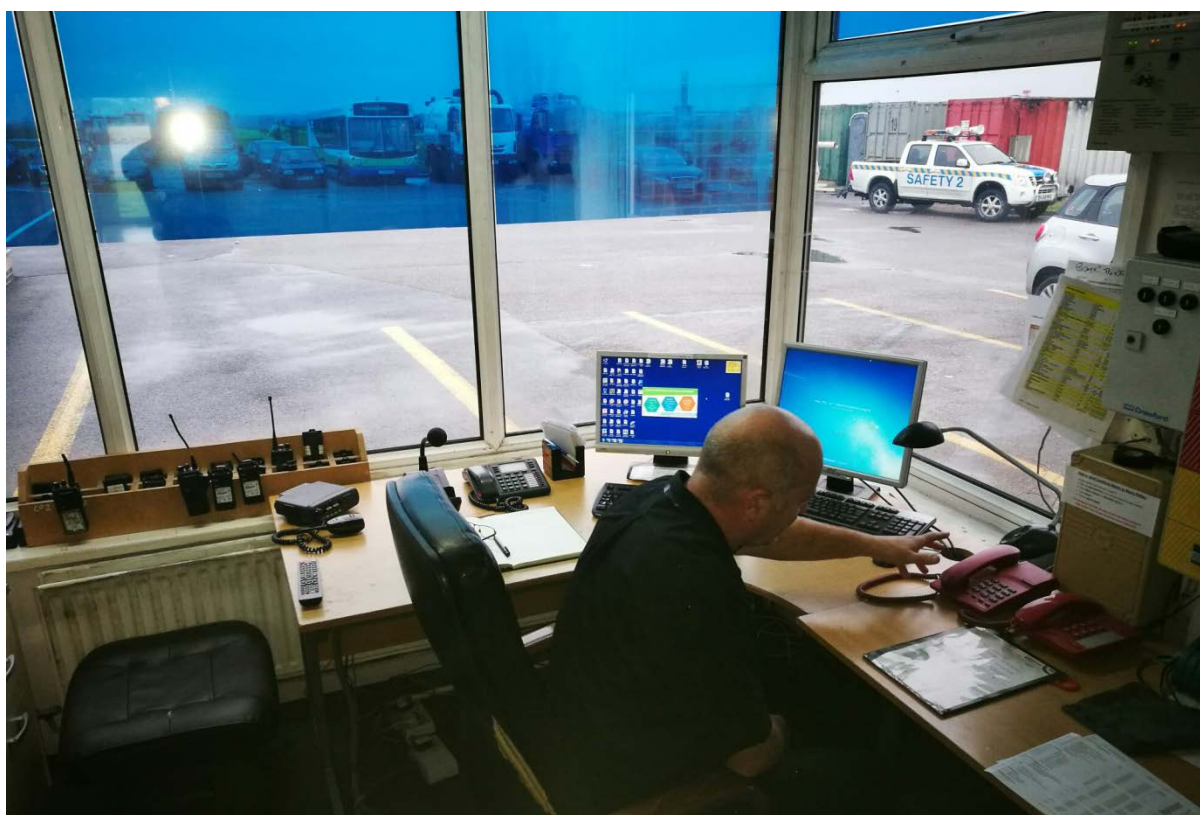
Courtesy of Bournemouth Airport

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 where applicable.

It is recognised that the way an aerodrome manage the alerting process can vary significantly, from a simple radio message or pager, alerting through omni crash, a full watch room facility or a wider aerodrome control centre. With this in mind this unit can be utilised by the aerodrome with the applicable performance and technical criteria within their training and competence programme.

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

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

Courtesy of Gatwick Airport

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 correctly 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 or 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

Courtesy of Gatwick Airport

Overview

This standard is about your ability to work as a team member to **extinguish fire at aircraft incidents.** You 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 should 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

Unit AFF4 – Safe and preserve endangered life at accidents

Courtesy of Gatwick Airport

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 should be expected to **provide support to others** directly and indirectly involved in an operational incident. Operational or physical support should 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

Unit AFF5 – Respond to operational incidents requiring breathing apparatus

Courtesy of Southend Airport

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

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

Courtesy of Newcastle Airport

Overview

This standard is about the operation of fire service water pumps, monitors and where applicable 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

Courtesy of Land's End Airport

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

Aviation RFFS firefighter role related units

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

Courtesy of Newcastle Airport

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 may be expected to **provide support to others** directly and indirectly involved in an operational incident. Operational or physical support should 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

Courtesy of Newcastle Airport

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 may 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.   Fire and Rescue Services working under the jurisdiction of the Secretary of State for Defence

3.   The Environment Agency

4.   Local authorities

5.   Organisational policies, procedures and guidelines

6.   National Operational Guidance Programme – Transportation

Incidents

7.   Emergency responses

8.   Non-emergency responses

9.   Any requiring the relocation of resources

Unit AFF10 – Provide a first response to water based incidents

Courtesy of City of Derry Airport

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   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 conditions

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

Courtesy of Heathrow Airport

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

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

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 may 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 may 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 may 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 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 may 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

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

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 informational 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

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 involves 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

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 agree 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

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

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 suggests 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 constrains 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

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 fathered 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 agree 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

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