Major Emergency Management

Initial Response Training

OPITO

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The contents of this document were developed by an industry workgroup facilitated and supported by OPITO. The workgroup consisted of representation from a cross section of oil and gas industry employers, discipline experts working within the industry and members of the OPITO Approved Training network.

This standard has been verified and accepted through the governance and integrity management model for OPITO standards.

Guidance on this standard is available by contacting OPITO

This standard has been designed to accommodate global variations in national legislation and regulations. In the absence of relevant national legislation and regulations, OPITO-approved centres should use legislative and regulatory criteria specified within this Standard

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Amendments					
Amendment and Date		**Pages**	**Changes made by**	**Checked by**	**Approved by**
	Revision 0 released 01-Mar 2010		T. Wilson		
1	Courtesy Review March 2012	All	OPITO Standards & Development	M. Carr	P. Lammiman
2	Replaced Course Code with Standard Code in Title Page and amended reference to 'course identification code' with 'OPITO registration code' under section D.3 Certification, inserted amended Appendix 1 to include more relevant OPITO information - to align with other OPITO standards	Title Page, page 22, page 25	M. Foo	M. Carr	P. Lammiman
3	Revision 1 – 13 March 2014 2013 three-yearly Industry Review completed	All	M. Foo	OPITO Standards & Approvals	GSAA & OPITO Strategic
4	Revision 2 -Rebranded and updated following formal IWG during 2016	All	SA	SM	SAA
5	A3, removed word should and replaced with must for auditing purposes –	Page 7	SA	SM	
6	A6 – Amended to provide further clarity around the emergency scenario requirements and updated Appendix 2 to state training standard opposed to competence standard.	Page 9 & 24	SA	SM	

1	Rev 2 Amendment 1 – Corrected Statement in A6 to read, "The range of emergency scenarios specified above must include an appropriate combination of the following elements:".	Page 10	SA	SM	
	Revision 3 – Released 29TH March 2019 2018 four-yearly Industry Review completed	All	Standards Coordinator	Director(Standards and QA)	IWG
1	Amendment 1 – January 2020 – Removal of Appendix 1	24	EH		

Any amendments made to this standard by OPITO will be recorded above.

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Introduction

Initial Response

If an incident occurs, the first minutes of the response are critical to escalation prevention and to the successful conclusion of the event. Even in a built-up area where the emergency services can be quickly summoned it is still the initial response that dictates the outcome and someone must take control. Imagine then the pivotal role of an emergency manager in a facility located in a remote region, or more demanding still, offshore, where the installation is surrounded by acres of water and assistance is limited.

Emergency Management

Regardless of job title, a 'duty shift supervisor', a 'site main controller' or an 'offshore installation manager' for example, an emergency manager (EM) has the primary duty of identifying the problem, determining the correct level of response and ensuring that this response is implemented. Events need to be anticipated, a plan formulated and the emergency management team (EMT) must support the manager's decisions and act accordingly.

Before personnel can go forward for formal assessment in emergency management, they first require training in handling major emergencies at the scene and an appraisal of their capabilities under duress. Emergency management also requires specific qualities and skills, which are essentially different from those demanded by daily routine.

The OPITO-approved Major Emergency Management Initial Response Training will introduce management principles as the **first stage** of development for emergency managers. Rarely do delegates leave the course and go directly into formal assessment – more training, experience and appraisal will usually be necessary, including exposure to other ER team roles through workplace drills and scenarios.

For Responding Personnel

In addition, additional audiences may benefit from OPITO Approved MEM training (see Notes for Employers). Command centre and other responding personnel will find the course invaluable as an introduction to major emergency response. They will gain an understanding of the manager's options and actions plus techniques to improve confidence in performing their own duties in the event of a major incident.

Most facilities have emergency response support teams available remotely from the incident. These teams are there to offer advice and to liaise with emergency, environmental and support services and the media. Although MEM Initial Response training is not essential, as their responsibilities differ greatly from the immediacy of decision making at the centre of an unfolding emergency, members of these support teams may also benefit from attending the course.

OPITO Certified MEMIR Training

(1) The **Major Emergency Management Initial Response Training** – which will be conducted at an onshore training centre (see section A).

Following a short period of classroom study, the delegates enter a command centre simulator in which they will each experience, on a minimum of two scenarios in the role of emergency manager, the realism of several major events. Prior to the first simulated exercise, a theoretical discussion of the generic emergency scenarios will prepare the delegate to ensure that they have an understanding of what is expected of them and the required steps to meet the criteria of the Standard and the practical exercises. A post-exercise debrief will be held where an appraiser will feedback on the strengths and weaknesses of the individual and team performances.

Following training and appraisal, the delegate will receive an OPITO-approved Major Emergency Management Initial Response training certificate and a written analysis of any knowledge and performance gaps. These gaps should be met by further training and workplace drills and exercises.

Note for Employers

Training providers may use a variety of facilities models in the emergency command centre simulations. Information on the planned facility model must be available from the training provider at the time of booking and be included with the joining instructions (Section C.1). While it is advantageous that employees are trained in a setting appropriate to their workplace, the training outcomes will benefit all delegates regardless of the facilities model used.

SECTION A   MEMIR Initial Training

A.1   Target Group

The target group for Major Emergency Management Initial Response (MEMIR) training is personnel who are either designated as being in charge of, are members of, or provide support to an emergency management team in an emergency.

A.2   Delegate Prerequisites

There are no prerequisites for the MEMIR training programme.

A.3   Physical & Stressful Demands of the Course

Training and/or assessment activities contained within this Standard may include potentially stressful elements. All personnel who participate in such activities must be capable of participating fully.

OPITO-approved Centres are therefore required, as a minimum, to ensure that prior to participating in practical exercises the delegate provides written confirmation that they deem themselves capable of undertaking all aspects of the training or assessment. Centres must also make the delegate aware that they must immediately inform the Centre staff if this capability changes – at any time prior to, or during the programme.

The OPITO-approved Centre shall keep a record of the delegate's declaration of fitness in accordance with their document control policy(s) or procedures.

This information, along with summary details of the type of physical activities the delegate will be asked to perform, will be given to delegates by the OPITO-approved Centre and, if applicable, to their sponsoring company as part of the joining instructions. The responsibility for declaring any known current or pre-existing medical conditions that could have adverse effects to the individual's state of health while undertaking the training and/or assessment activities lies with the delegate and/or company sponsoring the delegate.

Delegates must sign a declaration indicating they have read and understood a written statement regarding the stressful nature of the training and the need for persons to be in good health prior to each course commencing.

Where doubt exists regarding the fitness of any delegate, the OPITO-approved Centre must direct the individual to consult a medical officer familiar with the nature and extent of the training.

Note: Practical exercises must be designed and delivered solely to meet this standard, and must not place on the delegates any demands other than those required to meet the Standard.

A.4   **MEMIR Training Aims and Objectives**

The aim of the MEMIR Training is to equip personnel with formal training in command, control, communications and stress-related factors in the management of major emergencies. In addition, this programme also provides initial emergency management training for personnel who are undertaking a training and competence programme to progress to the role of an emergency response manager.

The objectives of the MEMIR Training are that delegates will be able to:

     a)   Understand the key factors of preparing for, responding to, and maintaining control throughout the development or escalation of an emergency situation.
     b)   Learn how to manage communication, emergency-related information and put into place predetermined plans at the point when the emergency alarm has been raised, to the point when the emergency manager is assured that the emergency is over.
     c)   Understand how stress can impact on individuals and team performance during emergencies.
     d)   Have the opportunity to role-play as the emergency manager in a minimum of two specific types of emergency scenarios. This is a key element of the training programme, and is backed up by constructive feedback from the course instructional team.

A.5   **Learning Outcomes**

The Delegate's learning outcomes are specified below:

To successfully complete this training, delegates will be able to **practice**:

     (1)   Review, manage and assess the information available in an emergency situation in a timely manner.
     (2)   Establish priorities and take effective action.
     (3)   Implement predetermined emergency plans and procedures in the context of the current emergency.
     (4)   Efficiently communicate information and instructions.
     (5)   Communicate effectively with all appropriate external agencies in accordance with local arrangements, guidance documents and legislation.
     (6)   Monitor and control resources.
     (7)   Evaluate progress and communicate changes in plans and priorities.
     (8)   Effectively delegate authority and manage individuals and teams.
     (9)   Recognise and deal with stress in themselves and others.

A.6   Delegate Performance Appraisal

The training provider is required to provide a **minimum of two** different emergency scenario simulations per delegate. As a minimum, each delegate must role-play the Emergency Manager (EM) in **at least two** of the emergency scenario simulations.

Evaluation of delegates will be by continuous observation of their performance during their tenure(s) as EM, each based around 2 different types of major incidents chosen from the list below:

> Type A - a major emergency that is readily controllable if managed appropriately.
> Type B - a major emergency which could escalate if not controlled.
> Type C - a major emergency that the EM is unable to control leading to a full evacuation of the facility.

Realistic emergency scenarios must cover:

1. Threat to life
2. Threat to environment
3. Threat to plant and equipment

Scenarios must be based on a different major incident chosen from the major accident scenarios taken from a representative offshore safety case or onshore safety report.

The range of emergency scenarios specified above must include an appropriate combination of the following elements:

> (a)   Evacuation or abandonment of facility by air, land or sea
> (b)   Injured personnel or loss of life
> (c)   Missing personnel or man overboard
> (d)   Loss of communication
> (e)   Loss of containment
> (f)   Multiple casualties
> (g)   Loss of evacuation, muster points or temporary refuge
> (h)   Stressed Personnel (individual ineffectiveness or mass panic)
> (i)   Extreme weather conditions
> (j)   Environmental concerns and effects
> (k)   Loss of essential facilities
> (l)   Loss of key personnel
> (m)   Rapidly developing situation leading to information overload
> (n)   Loss of positioning (where appropriate)

Following the training, the delegate will receive an OPITO-approved Major Emergency Management Initial Response certificate and a performance appraisal of the delegate's knowledge and performance gaps that are identified during the training programme.

An Appraiser Checklist and a Performance Appraisal Form must be used to record performance during the practical exercises. (Refer to Appendix 1 for an example Appraisal Checklist and Appendix 2 for an example Performance Appraisal Form).

Delegates will be appraised against the learning outcomes specified in section A.5 using direct observation and questioning – as appropriate.

Appraisers must identify any gaps in the delegate's ability to achieve the learning outcomes and make reasonable effort to address the gaps to help delegates meet the learning outcomes.

Following completion of the training programme, identified performance gaps should be met by further training and workplace drills and exercises, at the delegate's company's discretion.

A.7   Duration and Timing

The optimum *contact time for this training is **26 hours**, which is to be delivered over consecutive days.

The contact time is based on the maximum number of delegates undertaking the programme.

Where stated, individual module/unit/element timings that are specified within the standard must be adhered to.

The contact time must not exceed 8 hours in any one day and the **total programme day must not exceed 10 hours.

Practical and theory sessions must contain adequate breaks for delegate welfare.

***Contact time** includes the following:
i. delegate enrolment and certification process
ii. delivery of the theoretical and practical training/assessment programme.

The **total programme day includes: contact time, welfare breaks, meal breaks and where applicable, travel between sites.

Approximately 35% of the course will be classroom-based, including pre-scenario briefings and theoretical discussion , and 65% is spent on running the scenarios and debriefing.

A.8   The Training Programme

The training programme provided below is designed to help delegates achieve the stated learning outcomes specified in section A.5. The order in which elements of the training programme are delivered may vary.

To make efficient use of time and ensure effective learning there must, wherever practicable, be an integration of the three phases of explanation, demonstration and practice. Full use must be made of audio/visual aids and course handout material. Training staff must give practical demonstrations where appropriate and fully prepare and brief delegates for all training activities which delegates are required to practice and demonstrate.

In addition, prior to the first simulated exercise, a theoretical discussion of the generic emergency scenarios must take place to prepare the delegate and ensure that they have an understanding of what is expected of them and the required *steps* to meet the criteria of the Standard and the practical exercises

Each module must be introduced by the training staff, and include:

(a)	**Aim**	– The main purpose of the module
(b)	**Learning Outcomes**	– What the delegates are expected to learn
(c)	**Timetable**	– Training module duration and timing
(d)	**Appraisal**	– how delegates will be appraised and what they will be appraised against
(e)	**Staff**	- who will be delivering the training and roles of training support staff.

The training course consists of the following **modules** and **elements**:

Module 1   Theory of Major Emergency Management

Element 1.1   Major Emergencies
Element 1.2   The Emergency Manager
Element 1.3   The Emergency Command Centre Facilities and Information Management
Element 1.4   Pre-planning and Maintaining a State of Readiness
Element 1.5   Dealing with Stress

Module 2   Practical Elements of Major Emergency Management

Element 2.1   Assessing the Situation
Element 2.2   Taking Effective Action
Element 2.3   Maintaining Communications
Element 2.4   Delegating Authority
Element 2.5   Managing Self and Team

MODULE 1   **THEORY OF MAJOR EMERGENCY MANAGEMENT**

ELEMENT 1.1   **Major Emergencies**

Training staff to **explain:**

    1.1.1   Major emergency types
    1.1.2   Relevant safety regulations
    1.1.3   The following emergency factors:
          a) People
          b) Environment
          c) Asset
          d) Resources
          e) Support
    1.1.4   The manager's responsibility for non-essential and responding personnel both onsite and within specific distances of the incident
    1.1.5   Evaluating the potential for escalation
    1.1.6   Slow and rapid escalation including consequences
    1.1.7   Evaluate available resources required to deal with emergencies

ELEMENT 1.2   **The Emergency Manager**

Training staff to **explain:**

    1.2.1   The differences between normal management and major emergency management
    1.2.2   Factors to consider during an emergency:

          (a) Uncertainty, ambiguity or conflicting information
          (b) Shifting and competing goals
          (c) Time pressures, and stress implications
          (d) Multiple players (team factors)
          (e) Personal factors

    1.2.3   Concerns and apprehensions of the emergency manager
    1.2.4   The roles and responsibilities of the EMT and emergency response team (ERT)
    1.2.5   The principles of delegation
    1.2.6   Time management

ELEMENT 1.3   **The Emergency Command Centre (ECC) Facilities and Information Management**

Training staff to **explain:**

    1.3.1   ECC ergonomics
    1.3.2   ECC equipment
    1.3.3   Information Management System (IMS) characteristics:

        (a) Provides information on personnel
        (b) Hazardous Material information
        (c) Weather information
        (d) Fire fighting and fire prevention resources
        (e) Indicates availability of resources and estimated time of arrival
        (f) Provides a record of key events and actions achieved

    1.3.4   Benefits of using an Information Management System
    1.3.5   The components of a paper based system to be used in the event of a power failure

ELEMENT 1.4   **Pre-planning and Maintaining a State of Readiness**

Training staff to **explain:**

    1.4.1   The need for the EMT and emergency personnel to be in a permanent state of readiness
    1.4.2   The importance of the training and competence of the EMT
    1.4.3   The Emergency Response Plan (ERP)
    1.4.4   Company procedures
    1.4.5   Operations manuals
    1.4.6   Value and purpose of emergency pre-planning
    1.4.7   Value and purpose of risk assessment
    1.4.8   Purpose of drills and exercises for the EMT
    1.4.9   Purpose of drills and exercises for the emergency manager
    1.4.10   Purpose of drills and exercises for assuring emergency equipment is fit for purpose and can be competently used by the ERT
    1.4.11   Maintaining familiarity with emergency resources both on the asset and external

ELEMENT 1.5   Dealing with Stress

Training staff to **explain:**

> 1.5.1   Sources of stress during an emergency
> 1.5.2   Stress factors:
>
> > (a) Irritability
> > (b) Aggression
> > (c) Poor communication
> > (d) Inability to remember information
> > (e) Disengaging and withdrawing
> > (f) Focusing on trivial tasks
> > (g) Jumping between tasks
>
> 1.5.3   The effect of time pressure on decision making capability
> 1.5.4   The effect of information overload on decision making capability
> 1.5.5   The reduction in short and long term memory during an incident
> 1.5.6   Delegate actions to relevant personnel effectively and appropriately
> 1.5.7   Taking effective action to maintain activities
> 1.5.8   Taking effective action to reduce stress in self and others
> 1.5.9   Arranging for the replacement of a stressed person
> 1.5.10   Regrouping and reassessing

MODULE 2   **PRACTICAL ELEMENTS OF MAJOR EMERGENCY MANAGEMENT**

ELEMENT 2.1   **Assessing the Situation**

Training staff to explain and delegates to **demonstrate** these approaches during the ECC simulations:

2.1.1	Obtaining information from all appropriate sources in a timely manner
2.1.2	Evaluating information from all appropriate sources in a timely manner
2.1.3	Confirming information from all appropriate sources in a timely manner
2.1.4	Confirming the emergency
2.1.5	Initiating audible and visual alarms
2.1.6	Making valid interpretations and valid decisions about the type and location of the incident
2.1.7	Making valid interpretations and valid decisions about the resources available to deal with an incident
2.1.8	Reviewing the potential outcomes of the emergency
2.1.9	Reviewing the outcome of any response actions
2.1.10	Use of Information Management System for maintaining an overview of an incident

ELEMENT 2.2   **Taking Effective Action**

Training staff to explain and delegates to **demonstrate** these approaches during the ECC simulations:

2.2.1	Development and execution of the incident response plan
2.2.2	Establishing priorities and taking appropriate actions in a timely manner
2.2.3	Using appropriate resources, to include:

        (a)Fixed systems
        (b)Medical support
        (c)Portable equipment
        (d)External support

2.2.4	Co-ordinating and directing emergency response teams
2.2.5	Maintaining safety of deployed personnel
2.2.6	Implementing the correct level of response
2.2.7	Maintaining control by continually monitoring events and taking appropriate action
2.2.8	Implementing company ERP, company procedures and operations manuals

ELEMENT 2.3   Maintaining Communications

Training staff to explain and delegates to **demonstrate** these approaches during the ECC simulations:

2.3.1   Communicating essential updates effectively
2.3.2   Maintaining a positive attitude
2.3.3   Promoting a common understanding of the situation amongst the emergency management and response teams
2.3.4   Using the public address system
2.3.5   Identifying and utilising alternative means of communication
2.3.6   Keeping appropriate agencies informed in accordance with local arrangements, guidance documents and legislation
2.3.7   Effective communication with offsite resources
2.3.8   Effective communication with the on call duty manager
2.3.9   Ensuring effective EMT use of the Information Management System
2.3.10   Holding team briefings/timeouts
2.3.11   Maintaining an accurate record of key events and communications.

ELEMENT 2.4   Delegating Authority

Training staff to explain and delegates to **demonstrate** these approaches during the ECC simulations:

2.4.1   Effective delegation of duties during emergencies, in accordance with company ERP
2.4.2   Ensuring delegated responsibilities and tasks are understood
2.4.3   Effective communication skills for maintaining EMT morale
2.4.4   Guiding the EMT while maintaining an appropriate degree of detachment
2.4.5   Obtaining feedback on outcome of delegated tasks

ELEMENT 2.5   Managing Self and Team

Training staff to explain and delegates to **demonstrate** these approaches during the ECC simulations:

2.5.1   Allowing information flow from EMT while maintaining control
2.5.2   Appropriate body language when managing an emergency
2.5.3   Providing physical and moral support
2.5.4   Monitoring safe working practices
2.5.5   Recognising strengths and weaknesses within the team
2.5.6   Maintaining an appropriate degree of detachment
2.5.7   Recognising any deterioration in personal performance
2.5.8   Recognising any deterioration in the performance of others
2.5.9   Removing stressed personnel from critical tasks and reallocating those tasks
2.5.10   Delegating personal tasks if workload becomes excessive and time management difficult
2.5.11   Reviewing the plan and reassessing the entire situation

SECTION B   RESOURCES

In order that a training programme may be delivered successfully it is essential that appropriately qualified and experienced people are there to deliver and support the programme and that the appropriate facilities and equipment are in place.

B.1   Staff

The OPITO-approved Centre must have a team of people with the relevant knowledge, skills and experience to deliver the MEMIR training programme effectively and also be capable of producing an accurate gap analysis report on individual delegate's performance when they are acting as the Emergency Manager.

For **practical** elements of the training programme: as a **minimum**, there must be three people in the team, one of which must be the Appraiser i.e. a person with the responsibility of appraising the delegates. There must be one person facilitating the exercises and an assistant or assistants supporting the person facilitating the exercises.

The person appraising the delegates must have the following experience and qualification:

> (a) Management of emergency response during live (i.e. not simulated) emergencies, **or**
> (b) More than two years in an emergency response managerial role during real-time oil and gas related emergency exercises.

> **and**

> (c) Hold an industry-recognised assessor qualification

Note: if the person in 'a.' above has no previous experience of oil and gas emergency management: he/she must have evidence of internal/external training in oil and gas related emergency management.

Centre staff delivering **theory** training must have instructional or training knowledge and experience. This person must have undergone formal and recorded internal or external training on instructional techniques and learning styles.

Centre staff **supporting** practical exercise scenarios must have undergone some form of training or briefing in their respective role/s.

All centre staff involved in the delivery of the training must be included in an ongoing staff training and competence programme to enable them to maintain and update skills and knowledge.

B.2   Trainer/Delegate Ratio

The maximum number of delegates per MEMIR training programme is **six**.

Theory Training: 1:6 (Instructor-to-Delegate ratio)

Practical Exercise Training: a minimum of three centre staff - refer to B.1 for staff requirement details.

B.3   Facilities

It is important that the full range of facilities are made available at the training centre to ensure delegates get the most out of their training. The following facilities criteria must be adhered to:

Administration arrangements appropriate for enrolment and certification of delegates and all aspects of the delivery of training in accordance with this standard.

Theory training area(s) so designed to enable each delegate to view, hear and participate fully in the subject matter being taught.

Practical training areas must be fully equipped and staffed with relevant personnel that are required for the exercises. The areas must be so designed to enable each delegate individually, or as part of a team, to view, hear and participate in the specified training programme:

All facilities must be maintained and where appropriate, inspected and tested in accordance with current standards/legislation and manufacturers recommendations.

B.4   Equipment

The following equipment must be available for use and maintained to ensure effective operation/use during training sessions.

   (a)   Copy of an Emergency Response Plan
   (b)   Generic 'company' procedures
   (c)   Relevant permits
   (d)   Audible and visual alarms
   (e)   Telephones, radios and a public address system
   (f)   Information boards and systems tools
   (g)   Simulated background noise and distractions

All equipment must be maintained, and where appropriate, inspected and tested in accordance with current standards/legislation.

Risk assessments must be conducted and documented for all training facilities and equipment.

SECTION C   ADMINISTRATION and CERTIFICATION

C.1   Joining Instructions

Joining instructions must contain information on the facilities model that will be used for the emergency command centre simulations.
The type and extent of facilities model must be agreed between companies requiring their personnel to be trained and the OPITO Centre before joining instructions are issued.

Delegates must sign a declaration indicating they have read and understood a written statement regarding the stressful nature of the training and the need for persons to be in good health prior to each course commencing.

C.2   Periodicity

There is no expiry date for the OPITO approved Major Emergency Management Initial Response Training certificate.

C.3   Certification

Training Centres are responsible for issuing a certificate direct to the delegate successfully completing the programme and to the sponsoring company (when required). Each certificate must indicate that the delegate has been appraised against the learning outcomes and must contain the following:

    (a)   Training Centre name
    (b)   Full OPITO course title stating that it is OPITO-approved
    (c)   OPITO registration code
    (d)   Delegate's name
    (e)   Course dates
    (f)   Unique Certificate Number (UCN) – Refer to OPITO UCN Guidance doc. for details
    (g)   Training Establishment Signatory.

C.4   **Course Administration**

Each delegate attending any OPITO approved programme must be registered with the Central Register (CR) operated by OPITO. Registration must be made by the training establishment to OPITO within one week following the course.

OPITO confirms that information on the registration form will be contained in a computerised register which will be available to employers, prospective employers and training providers in the oil and gas industry to verify training records. At all times use of this data will be strictly in accordance with principles laid down in relevant data protection legislation.

Glossary of Terms and Abbreviations

For the purposes of this standard the following acronyms will be used:

ECC   Emergency Command Centre
EM   Emergency Manager
EMT   Emergency Management Team
ERP   Emergency Response Plan
ERT   Emergency Response Team
MEMIR   Major Emergency Management Initial Response
IMS   Information Management Systems

Appendix 1 Appraisal Checklist

MEMIR Appraisal Checklist				
Appraisal Centre				
Appraisal Centre Address				
Appraiser Name				
Delegate Name		Company		
Facility Type		Emergency Scenario		
Learning Outcome(refer section A5)		**Significance of Gap**	**Comments**	
1	Review, manage and assess the information available in an emergency situation in a timely manner.			
2	Establish priorities and take effective action			
3	Implement predetermined emergency plans and procedures in the context of the current emergency			
4	Efficiently communicate information and instructions			
5	Communicate effectively with all appropriate external agencies in accordance with local arrangements, guidance documents and legislation.			
6	Monitor and control resources			
7	Evaluate progress and communicate changes in plans and priorities			
8	Effectively delegate authority and manage individuals and teams			
9	Recognise and deal with stress in themselves and others			
Appraiser Signature		**Appraisal Date**		

Appendix 2 Performance Appraisal Form

OPITO MEMIR Performance Appraisal Form

Delegate Full Name:	
Company:	
Standard Code:	
Emergency Scenario:	

Appraisers Declaration: The Delegate was appraised against the Learning Outcome criteria specified in the OPITO Major Emergency Management Initial Response Training Standard (Code 7228).		
I recommend that the delegate named requires further training and development specified below.		
Recommended further training and development for delegate:		
Appraiser's Name	Signature	Date
OPITO Centre		
Centre address		