

# AUSTRALASIAN ROAD RESCUE ORGANISATION INCORPORATED

(In Victoria)

Association No. A0042189P



## CHALLENGE MANAGEMENT TEAM POLICY

Version 1/2018

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## **1. Introduction**

The road rescue challenge is designed to create an environment for rescue personnel:

- To demonstrate their skill;
- Learn and practice new techniques; and
- Exchange ideas and information with others across the industry.

The assessing of teams in the challenge and the provision of feedback from assessors is a critical element of this process. It enables participants to learn and improve the standard of their service provision 'on road' to our industry's true customers, the unfortunate people trapped in motor vehicles as a result of crashes.

Road rescue is provided in Australasia by in excess of 20 different provider organisations. Some employ full time staff; others rely on a volunteer workforce and some have a mix of the two. Each has varied operating environments, standards of equipment, training and service delivery expectations. When rescue personnel from different agencies come together to participate in challenges it is essential to ensure that the feedback given to them by assessors is balanced and recognises the variations that can occur from one provider to another. To that end, the Australasian Road Rescue Organisation (ARRO) has adopted a philosophical position that all feedback should be based on an assessment of performance against what is an agreed 'best practice' standard for service delivery.

This policy has been developed to ensure the feedback delivered by assessors at challenges is as consistent as possible, irrespective of the agency from which either the assessor or the team being assessed comes from. This policy also recognises that there a number of roles in a Challenge Management Team (CMT) beyond the assessors, all of which are required to stage a challenge and ensure maximum learning outcomes for participants. The policy details:

- The expected standard of qualification and experience required by CMT members;
- The training process required to become part of a CMT;
- The process of progression through levels of recognition; and
- The requirements to maintain recognition.

This policy is administered by the ARRO Technical Committee and is regularly reviewed.

## **2. Assessing streams and other CMT structure**

Team performance is assessed in assessor streams (Command, Technical and Medical) and there are a range of other CMT positions, all of which are coordinated by, and report to a Chief Assessor. For each challenge managed by ARRO, the technical committee will appoint a Chief Assessor and may appoint other members of the CMT to fulfil some or all of the following roles:

- Chief Assessor
- Command Assessors
- Technical Assessors
- Medical Assessors
- Assessor Mentors
- Scenario Manager
- Scenario Setters
- Casualty Manager
- Moulage Technicians
- AV Manager
- Pit Managers

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Although teams are subjected to assessment in Command, Technical & Medical disciplines, for the purposes of assessor training and recognition, only 2 streams will apply. Command and technical will be grouped as one and the medical the other. Within the command/technical stream assessors must first develop their skills as technical assessors before moving on to become command assessors.

In order to ensure the highest possible standard of assessment and feedback to teams at each level, ARRO has also determined that assessors cannot cross from one stream to the other without first undertaking the necessary training and development in that stream as detailed below. That is, an individual may hold competencies in both the technical rescue and medical fields; however, being an Australasian level medical assessor does not automatically qualify this person as a technical or command assessor. Any assessor wishing to be considered for cross-stream recognition must first apply in writing to the ARRO Technical Committee for consideration of their qualifications.

### **3. Minimum Pre-requisites & qualifications - Australasian level CMT**

#### **Technical Assessor**

- Financial member of ARRO
- Attained competency in PUASAR024A or NZQA 16947, 16948, 25978 & 16949 or equivalent (subject to mapping and approval by the ARRO Technical Committee).
- 5 years operational service delivery in road rescue
- Certificate IV in Training and Assessment (TAE40110) or NZ4098 assessor or equivalent (subject to mapping and approval by the ARRO Technical Committee).

#### **Command Assessor**

- Financial member of ARRO
- Attained competency PUASAR024A or NZQA 16947, 16948, 25978, 16949 & 16950 or equivalent
- Minimum 2 years Australasian technical assessor (see above)
- Minimum 2 years in an OIC operational command role within road rescue

#### **Medical/Trauma Challenge Assessor**

- Financial member of ARRO
- Registered Paramedic in Australia or Intensive Care Paramedic/Paramedic with an Emergency Ambulance Service in New Zealand.
- Minimum 5 years operational experience in providing pre hospital patient care in road trauma
- Certificate IV in Training and Assessment (TAE40110) or NZ4098 assessor or equivalent (subject to mapping and approval by the ARRO Technical Committee).

#### **Chief Assessor**

- Financial member of ARRO
- 2 years minimum Australasian technical or medical assessor.
- Sound experience and leadership skills
- Sound knowledge of ARRO's challenge policies and procedures.
- Appointed by the ARRO Technical Committee.

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**Assessor Mentor**

- Financial member of ARRO
- ARRO technical, command or medical assessor
- 2 years minimum Australasian technical or medical assessor.
- Appointed by the ARRO Technical Committee.

**Scenario setter**

- Financial member of ARRO
- Attained competency PUASAR002B or NZQA 16947,16948, 25978 & 16949 or equivalent
- 5 years operational service delivery in road rescue
- 1 year as pit manager in a challenge management team
- Fork lift licence for the location of the event is desirable.

**Scenario Manager**

- Financial member of ARRO
- ARRO technical assessor
- Sound experience and leadership skills
- Completed 2 Australasian Challenges in the role of scenario setter or demonstrate equivalent experience to the satisfaction of the Technical Committee
- Fork lift licence for the location of the event is desirable.

**Pit Manager**

- Financial member of ARRO
- Sound experience and leadership skills
- Maintain competency PUASAR024A or NZQA16948 & 25978 or equivalent
- 3 years operational service delivery in road rescue

**Casualty Manager**

- Financial member of ARRO
- Sound experience and leadership skills
- 3 years operational experience in providing pre-hospital patient care in road trauma

**Moulage Technician**

- Financial member of ARRO
- Proven experience in the application of moulage techniques in a road crash and trauma context
- Ability to work to tight deadlines and timetabling requirements

**Audio Visual Manager**

- Financial member of ARRO
- Contemporary understanding and practical knowledge and application of audio-visual technology.
- Ability to load ARRO material to social media pages and monitor/report on trending data

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**Evidence to support application for Australasian level CMT roles**

Applicants must provide evidence supporting their application to the ARRO Technical Committee for evaluation.

**4. Challenge Management Team levels**

ARRO recognises that challenges are generally conducted at many levels across Australasia. However, ARRO only has the capacity to ensure the quality of training and competency of CMT members at those challenges it has direct control over or those for which ARRO is requested to supply CMT members. That is, the Australasian Rescue Challenge, the World Rescue Challenge and some international and agency challenges for which ARRO receives formal requests for assistance. Therefore ARRO's process of training and deeming suitable CMT members is constrained to the Australasian and World level challenges.

Where an agency conducts its own regional and/or agency level challenges, ARRO recommends that its policies, guidelines and challenge rules are used. In addition, ARRO also recommends that agencies adopt a process for training and developing their own CMT members to ensure the maximum possible learning opportunity and high quality assessment and feedback to the participating teams.

**5. Advancing through the CMT structure**

The technical committee will manage progress and recognition of individuals within the ARRO CMT.

A new ARRO member (who is not already part of a CMT) may apply to the Technical Committee to enter one of the ARRO CMT streams below. The Technical Committee will review the application and provided they meet the prerequisite qualifications listed in section 3 above, will recommend the member to the CMT Coordinator for inclusion in the next Australasian Challenge as a trainee.

**Support stream**

This has two points of entry:

- Pit Manager: In this role the member will gain awareness of the pit equipment cache and a general exposure to the challenge and the ARRO policies and procedures within each scenario class.
- Casualty/Moulage Manager: In this role the member will provide briefings to casualties and oversee moulage, as well as gain an understanding of the link between scenario design and mechanisms of injury within objectives set for each scenario class.

From these entry points, after one year, members may advance to:

- Scenario Setter: This role is an area of specialisation that some ARRO members may wish to pursue.

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- **Scenario Manager:** This is a very specialised role within the CMT and requires the additional criteria outlined in section 3 above. In addition this person needs to be able to mentor scenario setters.

### **Assessing stream**

Members may apply to enter this stream as an Australasian assessor. This level entitles the person to assess at the peak multi agency challenge in Australasia, or any other region of the world when ARRO receives a formal request. Of particular note, is the need for assessors who reach this level to be aware of the sensitivities of cross agency issues and policies and how to manage them within the debrief session (as against assessing at agency level where there is only a single set of policies, which will usually be known to the assessor).

## **6. Training and development**

Trainee CMT members will undergo theory training and 'shadow' experienced CMT members.

To assist in the development of CMT members, ARRO will conduct a workshop in conjunction with each Australasian Challenge. Trainees must attend one of these before undertaking any practical work as part of a CMT. Experienced ARRO CMT members will conduct the workshops based on curriculum established by the Technical Committee.

### **Assessor development**

Trainee assessors will be allocated to an Assessor Mentor who will assist them through the shadow process.

Each trainee will shadow assess in the **all-scenario classes** with a minimum of **2 shadows per class**. The trainee is required to sit in on the formal debrief by the assessor panel of each scenario they shadow. At the conclusion of which they are to give some 'practice feedback' to the team under the guidance of their mentor. During the final shadow assessment session, the trainee will not sit in on the formal debrief, they will wait outside so as not to hear the feedback given by the assessor panel. They will then give their debrief to the team as an independent activity, again under the supervision of their mentor. In this situation the mentor will provide quality control over the process to ensure the trainee's feedback is consistent with that of the assessor panel.

In order to ensure minimum impact on teams and limit overcrowding in the challenge pits, ARRO where possible limits the trainee assessors to one per pit per scenario. The total number of trainee assessors that can be accommodated will depend on the number of teams participating in the challenge and its timetable. Based on 8 teams per class per day, a maximum of 4 trainees per day can be accommodated and still gain the minimum experience necessary.

New Medical assessors can assess at the Trauma Challenge and shadow assess in the Road Rescue Challenge performing 1 shadow per class.

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### **Documenting assessor development**

At the completion of the shadow process the mentor will give a written report on the trainee to the Technical Committee. The committee will determine whether to recognise the trainee as an assessor or if more coaching and mentoring is required.

Assessor Mentors will complete a checklist for each trainee during each shadow activity to record the evidence/results of the trainee assessor's activities during the challenge. This will be collated with:

- The trainee's scoresheets for all classes assessed and a copy of the actual assessor's scoresheet from the same evolution for comparison.
- Scenario sheet of the scenario assessed.

All documentation will be submitted to the Technical Committee for consideration.

If an Assessor Mentor deems a trainee not yet ready, the Technical Committee will review the mentor report and any submission from the trainee before making a final decision on the future progression of the trainee within the ARRO assessing streams.

Once a trainee assessor has completed the initial training (theory workshop and a minimum 6 scenarios at a challenge), if the Technical Committee is satisfied, they will be appointed as a Probationary Australasian Assessor. They will then be required to undergo a period of probation through the next Australasian Challenge within the technical or medical stream and must receive a satisfactory report from the Assessor Mentor before having their recognition by the ARRO Technical Committee confirmed.

## **7. Application to become a Challenge Management Team member**

A trainee/shadow who satisfies the relevant pre-requisite criteria and has completed the requisite number of shadows may apply to the Technical Committee for recognition. In doing so they must supply the following information:

- A completed application to be recognised as Australasian CMT member
- A statement of experience (available on the CMT information page of the ARRO web site)
- Copies of prerequisite qualifications

If the Technical Committee deems an application unsuccessful, the CMT Coordinator will contact the applicant and report the committee's finding. This will include a recommended development program to assist the individual to improve their skills prior to a further review. This information will include how and when re-assessment will be conducted.

Trainees who are accepted by the Technical Committee will have their details updated on the ARRO membership database and have access to ARRO personal protective clothing and equipment.

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## **8. Maintaining current competency**

An ARRO CMT member must re “Shadow Assess” if

- Their membership lapses for more than 2 years.
- They do not assess in any Australasian level streams for 5 years.

## **9. Selection of Challenge Management Team roles**

ARRO is responsible for selecting the CMT for all Australasian challenges. In addition, ARRO occasionally receives requests for personnel to assist with challenges at other levels. In all cases, ARRO will make contact with eligible members to canvas their availability to attend the particular challenge. ARRO will then select from the pool of available respondents who meet the criteria of the challenge organisers.

## **10. CMT and participating team membership**

ARRO recognises that one of the sources of CMT members is from people who have been members of teams that have participated in challenges. With this in mind, ARRO encourages anyone who has been a member of a team or managed or coached a team to become a CMT member. ARRO stipulates that a CMT member cannot be a member, coach or manager of a participating team for the duration of the challenge where that team is participating in the same challenge as the individual is involved in the CMT. CMT members are expected to adhere to the ARRO Code of Conduct and ensure that their interaction with all teams does not create any unfair advantage, disadvantage or the perception of it.

## **11. Application to Assess at World level (WRO challenges)**

The WRO will from time to time invite ARRO to nominate assessors to participate in the World Rescue Challenge assessor panel. The ARRO CMT Coordinator will seek expressions of interest (EOI) from ARRO Australasian assessors. At the close of the EOI process the CMT Coordinator will submit all names to the Technical Committee for selection and prioritisation of the nominees. Only EOIs submitted on the WRO statement of experience form from applicants who meet the pre-requisite requirements will be considered.

## **12. Assessor retirement**

ARRO recognises the contribution of experienced, but no longer practicing assessors (i.e. those who have retired). In order to ensure the experience of such people is not lost to the industry, assessor certification will remain current for 2 years post retirement. In addition, those who are still actively involved in some other element of service delivery (e.g. become a volunteer with one of their local services, but not directly involved at the fore front of service delivery or training) will be entitled to continue to assess in their recognised stream only for a further 2 years. From this point they will be recognised as a retired assessor and not have a direct assessing role, but can continue to assist with other functions at the challenges.

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### **13. Challenge Management Team Coordination**

ARRO appoints a Challenge Management Team Coordinator who is responsible for managing the record of activities of all CMT members for Australasian level and above. It is the individual's responsibility to submit all their assessing details to support their application for advancement. Individuals must also ensure that their personal information is current on the ARRO web site.

### **14. Assessor Mentor**

To assist in the process of developing assessors and maintaining its high standards, ARRO will, subject to available personnel, appoint one or more Assessor Mentors at Australasian Challenges and provide mentors on request at any other challenges.

#### **Assessor mentor qualities:**

Mentors will be selected from within ARRO's pool of assessors. They will be people with considerable experience in assessing and display a depth of knowledge and maturity to recognise the standards required of an ARRO Australasian level assessor.

They will have an ability to pass on knowledge and have a thorough understanding of all ARRO's policies.

The mentor may have up to 3 purposes depending on how the challenge is structured. These are:

- **Peer review:** To provide objective and impartial feedback to the assessor panel on their performance both during the active phase of assessing teams in the pits and also during the process of debriefing teams. The Mentor Checklist (available on the CMT information page of the ARRO web site) details the areas mentors should focus on. After each debrief the mentor will provide feedback to the assessor panel on their performance.
- **Trainee (Shadow assessor) development:** If the challenge includes an opportunity for shadow assessors to participate, the mentor should guide and assist these people. The level of assistance required will be dependent on the level of the challenge (For example, it is expected that a first time shadow at a regional/agency event will require a higher level of coaching than an experienced assessor seeking to move from Agency to Australasian level). This coaching may involve detailed explanations of the process of assessing and debriefing teams and the intended objectives. The mentor will also be responsible for recommending the level of competence of the shadow to the Technical Committee for endorsement as an assessor in accordance with this policy.
- **Team development:** Depending on the arrangements with the event organisers, Chief Assessor and assessor panels, mentors may or may not be invited to provide independent feedback to teams after they have been formally debriefed. During this feedback process mentors **MUST NOT** contradict any of the comments made by the assessor panel. The purpose of the additional feedback from the mentor must only be to add value to the learning process. Such intervention is primarily aimed at less experienced teams to enhance their learning experience.

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To ensure all of the above groups gain maximum benefit it is critical that there is close liaison between the Chief Assessor and the mentors as well as the event organisers. The mentors should also take a lead role in the conduct of the CMT workshop before the challenge.

**Peer review process:**

Australasian challenge assessors will be peer reviewed on at least one occasion by an assessor mentor. If the assessor mentor has evidence that the assessor requires improvement they will make the assessor aware of the required areas for improvement. The assessor mentor will then arrange for the Chief Assessor to conduct a second peer review of the assessor. If after this the assessor is still deemed deficient within the identified area they will be given an outline of remedial actions to be covered.

During the challenge the mentor will offer improvement suggestions for corrections to performance. If after the challenge the assessor is still deficient the peer review will be forwarded to the Technical Committee to determine the development action to be taken for the individual prior to future selection in a CMT.

**15 Suggested internal agency progression pathway**

Some agencies may choose to adopt this ARRO policy to develop their CMT members. In such cases, the following guidance is recommended for selection and progression of CMT streams. It may be useful for the both the agency and individuals who may wish to progress to becoming an ARRO Australasian level CMT member.

**Selection of agency CMT members:**

1. Follow similar selection criteria to prerequisites in section 3.
2. Establish similar streams as outlined within this document.
3. Implement a system of trainee (shadow) mentoring to assess prospective CMT members.
4. Use the shadow system at regional challenges progressing to full state/agency level as outlined above.
5. Establish a sign off body to oversee and coordinate agency CMT members and maintain the required standards expected of the agency.
6. Recommend CMT members to ARRO level when deemed ready.

In addition, agencies may wish to utilise ARRO CMT members who are members of their own agency to assist. These representatives could identify a suitable implementation process in line with ARRO standards.

**16. Assessor Standards**

ARRO CMT members represent the example by which the performance of ARRO as a peak body will be measured. In particular, all ARRO CMT members will adhere to the following requirements when attending any challenge as a CMT member:

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- **Dress.** ARRO CMT members must recognise they are on display in front of their peers in the industry, teams and senior executives from many emergency services and other agencies, the media and the general public. ARRO must be seen to 'practice what is preached'. Therefore, all ARRO CMT members will wear ARRO PPE, correctly fitted and in accordance with the ARRO Corporate Image Policy (available on the ARRO web site), at all times. ARRO PPE will not be mixed with agency PPE.
- **Behaviour.** All ARRO CMT members will ensure they do not bring ARRO into disrepute by their behaviour during the conduct of a challenge or after hours during social functions at any challenges they attend. They will also abide by all rules and by-laws issued by ARRO from time to time.
- **Administrative reporting.** All ARRO CMT members will report, by whatever means (electronic or paper), their involvement in all challenges to the CMT Coordinator so that the ARRO records database can be maintained as accurately as possible.

## **17. Support documentation and forms**

The following support documentation and forms are available on the CMT information page of the ARRO web site. These may be updated separately from this policy from time to time.

- **Application to become a CMT member**
- **Statement of experience for CMT members**
- **Role statements for each role in the CMT**
- **Mentor Checklist**
- **Chief Assessor's Challenge Report**

Assessor Mentor checklists are to be compiled into individual 3<sup>rd</sup> party reports for each assessor that is mentored. These are to be forwarded to each assessor upon completion of the challenge by the CMT Coordinator.

All Chief Assessors of ARRO approved challenges are required to complete the Chief Assessor's report within 14 days of the end of the challenge and forward it to the Technical Committee. This is critical to the accuracy and quality of records ARRO maintains about its challenges.

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