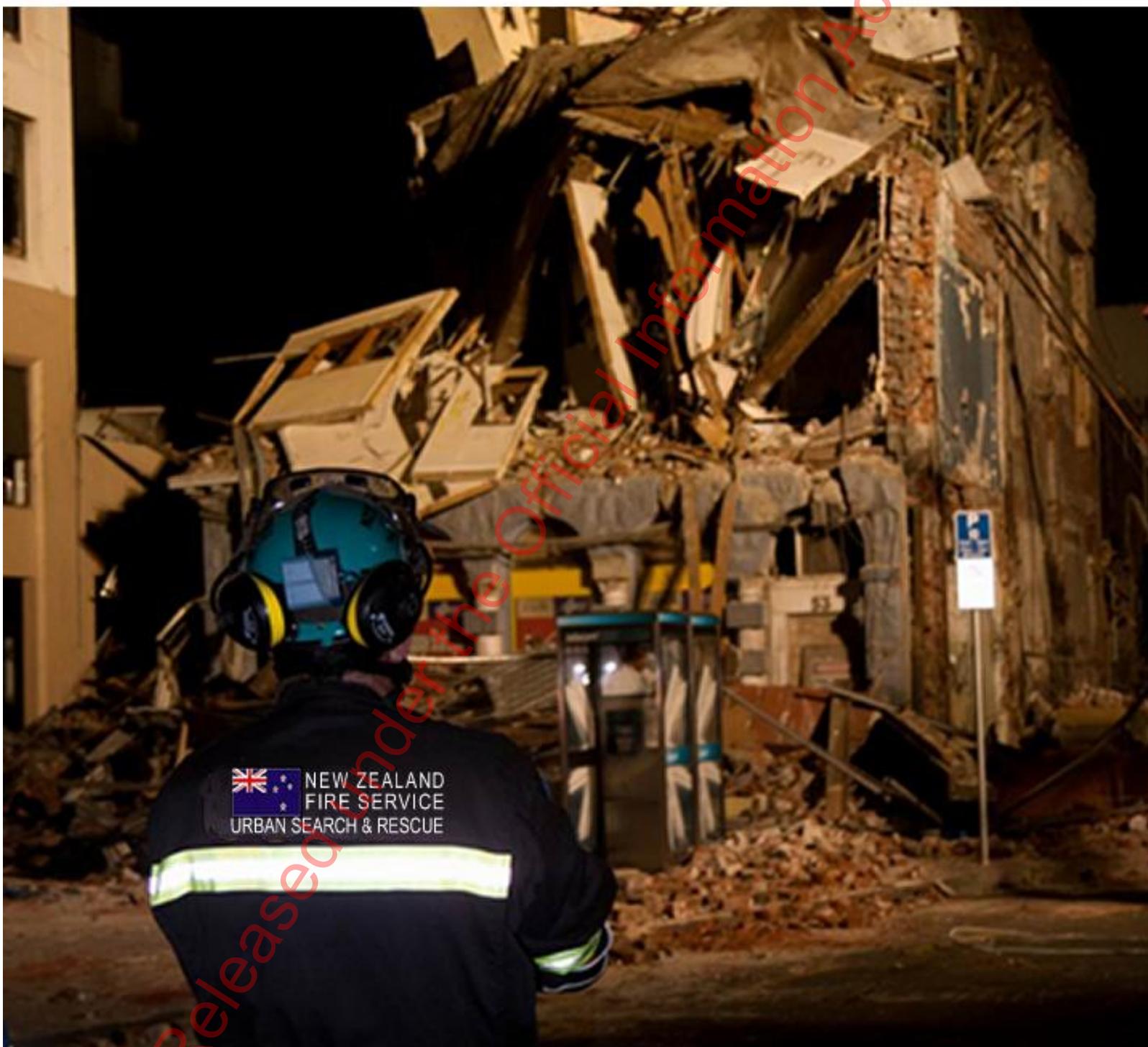




Operations Manual

NZ USAR



Contents

Related documents	4
Introduction	5
USAR capability and activation	6
International guidelines	7
NZ USAR Board, AFAC and government roles	8
NZ USAR Board.....	8
AFAC USAR & Technical Rescue Group	9
New Zealand Government agencies	9
USAR training and exercising	11
Training.....	11
Category 1 Awareness (Cat-1A)	12
Category 1 Response (Cat-1R).....	13
Category 2 Technician (Cat-2)	14
Category 3 Manager (Cat-3)	15
Exercises and skills maintenance	16
Training and skills maintenance responsibilities	16
Organisation structure	17
NZ USAR organisation structure	17
USAR international deployment structure	18
USAR national deployment structure	19
71-person international Task Force.....	20
USAR domestic deployment	21
USAR Roles	22
National Operations Advisor USAR.....	23
USAR Management Team.....	24
Task Force Leader	25
Deputy Task Force Leader.....	25
Team Manager	26
Operations Officer.....	27
Planning / Intelligence Officer.....	27
Information Officer	28
Logistics Officer	29
Hazmat / Safety	30
Squad Leader	30
Technician	31
Paramedics.....	31
Doctors	32
Communications / ICT	33
Engineers	34
Canine	35

USAR activity phases 36

- Planning..... 36
- Activation and notifications..... 37
- In transit..... 38
- Operations 39
- Reassignment / demobilisation 40
- Return to home base 41
- Checklist..... 42

USAR operations within NZ..... 43

- Domestic USAR deployment..... 43
- Receiving international USAR resources 44

USAR medical capability 47

USAR equipment..... 48

- USAR Task Force cache..... 48
- During deployments 49
- Personal Protective Equipment (PPE)..... 49
- Training safety 50

Public information and media management 51

Glossary 53

Released under the Official Information Act 1982

Related documents

The following documents provide information relevant to this procedure:

- *R7 POP USAR policy*
- *R7 GD NZFS guide to USAR*
- *R7 SCa Schedule of USAR conditions*
- *R7 SCb Schedule of USAR assembly points*
- *R7 SCc Schedule of USAR medical capability*
- *R7 SCd USAR standards of conduct and code of Ethics*
- *R7 SCe USAR safety and wellbeing*
- *R7 SOP International or domestic USAR activation procedure*
- *R7 TM USAR Operations manual.*

Record of amendments

Date	Brief description of amendment
15 Jan 2014	Section titles – Flow chart corrections – Terminology corrections
25 Feb 2014	Reviewed by workshop at NHQ
July 2014	Information on safety and wellbeing, code of conduct and medical staff tasks relocated into separate schedule documents.
Jan 2015	Updated Org charts, Role descriptions, removed building marking

Introduction

Purpose of this manual	This manual provides the operational protocols and processes for management of an Urban Search and Rescue (USAR) Task Force response to an emergency event within New Zealand.
Background	<p>International structural collapse disasters, such as the earthquakes in Turkey and Taiwan (1999), India (2001), Pakistan (2005), Haiti (2010) and Christchurch (2010 & 2011) have highlighted the need for a national coordinated approach in training personnel to perform specialist rescue tasks beyond the capabilities of local resources.</p> <p>A heightened risk of major structural collapse exists - due to increasing urbanisation, and a growing range of hazards, both natural (landslides, earthquakes, severe storms) and technological (heavy transport accidents in urban areas).</p> <p>Events in recent years have led to the international development of specialised USAR teams in a number of countries, including New Zealand.</p>
NZ USAR	<p>The National Civil Defence Emergency Management Plan (2005) Order recognises that the New Zealand Fire Service (NZFS) has responsibility for the development and management of NZ's USAR capabilities.</p> <p>New Zealand has adopted a Federal Emergency Management Agency (FEMA) approach in developing a USAR capability, based upon the INSARAG methodology. Within New Zealand, USAR is defined as a specialised technical rescue capability for the location and rescue of entrapped people following a structural collapse.</p> <p>The arrangements surrounding USAR exist to facilitate:</p> <ul style="list-style-type: none"> • an effective national and international response to structural collapse incidents • the acceptance of USAR resources into New Zealand.
Related documents	<p>NZFS documents that relate to NZ USAR include:</p> <ul style="list-style-type: none"> • <i>NZFS USAR Policy (R7 POP)</i> • <i>Schedule of USAR conditions (R7 SCa)</i> • <i>Schedule of USAR assembly points (R7 SCb)</i> • <i>NZFS Guide to USAR (R7 GD)</i> • <i>Working at heights and line rescue (R3 POP)</i> <p>External documents that relate to NZ USAR include:</p> <ul style="list-style-type: none"> • <i>Guidance for Establishing and Operating NZ Response Teams (NZ-RTs) - Director's Guidelines for the CDEM Sector, April 2012</i> • <i>INSARAG Guidelines and Methodology - April 2012</i> • <i>OSOCC Guidelines – 2nd edition 2009</i>

USAR capability and activation

Capability	<p>A USAR response consists of highly-trained, multi-agency specialists, responsible for their own safety. USAR operates within a defined structure as a NZFS specialised resource, working under NZFS and Emergency Management arrangements.</p> <p>USAR resources may be used in:</p> <ul style="list-style-type: none"> • small localised domestic events • domestic events in support of a wider Civil Defence Agency response • in support of a formal international request for assistance (resulting from either a bilateral agreement or the United Nations). <p>An effective USAR response requires personnel from different disciplines to train and work together for maximum efficiency, and an integrated response system. This involves highly specialised equipment, effective communications, logistics and an established command and control system.</p> <p>There needs to be a very thorough understanding within the emergency management community of the specialist and technical skills developed by USAR trained personnel. USAR teams must be able to operate in a manner that allows them to undertake their own risk assessment and safety management.</p>
Self-sufficiency	<p>Due to the complexity of disasters, and the possibility of limited resources available from the affected area, a USAR response should be self-sufficient for a minimum of 72 hours from the time of commencing operations in the incident area, with a pre-planned re-supply capability allowing for self-sufficiency for 14 operational days.</p>
Activation	<p>Any member of the Civil Defence and Emergency Management (CDEM) community can initiate incident notifications through the NZFS Communications Centres (ComCen), as outlined in CDEM readiness arrangements.</p> <p>Police, Fire and Ambulance services may also make a request for USAR assistance during operations if the local rescue resource is overwhelmed by the nature of the incident. This request is made through the ComCen.</p> <p>When an event occurs and a USAR “trigger” is reached, the ComCen will notify the on-call USAR Management Team (UMT) member to advise them of the incident.</p> <p>The UMT will progress a notification from "notification" to "response" phase by obtaining authority from the NZFS National Commander.</p>

International guidelines

Introduction

Experience has shown that the magnitude of an incident can quickly overwhelm local USAR resources, leading to the need for coordinated national and/or international assistance.

This manual follows recommendations from the International Search and Rescue Advisory Group (INSARAG) Response Guidelines, published by the United Nations Office for Co-ordination of Humanitarian Affairs (UN OCHA).

INSARAG

INSARAG is a global network of more than 80 countries and disaster response organisations that provides minimum standards and best practice guidelines for search and rescue, for both earthquake-prone countries and organisations.

New Zealand helps make up this community of member countries, as part of the Asia/Pacific Regional group.

UN OCHA

Within the UN OCHA, the United Nations Disaster Assessment and Coordination (UNDAC) system means that teams are on permanent standby in their resident country.

These teams may be called upon internationally in times of disaster, where their role is to provide information concerning the disaster situation and the needs of the victims to the international community through OCHA.

NZ USAR Board, AFAC and government roles

NZ USAR Board

Role	The role of the NZ USAR Board is to oversee the strategic direction, development and management of New Zealand's urban search & rescue capabilities.
Objectives	<p>The objectives of the NZ USAR Board are to:</p> <ul style="list-style-type: none"> • Ensure the development of policy and frameworks within which the objectives of the NZ USAR capability can be met. • Establish the linkages between all of the agencies that contribute to the NZ USAR capability. • Ensure that international and national best practice standards are implemented for USAR qualifications and training. • Ensure that the approved USAR Teams, Registered Response Teams and other specialist skill assets are appropriately resourced and capable of being deployed; the Committee, as part of its responsibilities, will work with the NZFS request that sufficient funding is available from government for that purpose. • Ensure that appropriate arrangements are in place for international teams coming into New Zealand to give assistance, and for New Zealand teams who may provide assistance overseas. • Establish and maintain a national exercise programme to test and evaluate USAR capability. • Monitor and report on the integrated USAR capability to all stakeholders. • Establish and maintain all the components of a comprehensive, multi-agency USAR capability. • Ensure operational readiness of all elements of the USAR capability. • Ensure integration of the USAR capability within CDEM and NZFS operational arrangements.
Reporting	The NZ USAR Board reports through the Ministry of Civil Defence & Emergency Management (MCDEM) to the Minister Civil Defence - annually, or as required.
Structure	<p>The Board is currently chaired by the New Zealand Fire Service, and includes representatives from:</p> <ul style="list-style-type: none"> • New Zealand Fire Service • Ministry of Civil Defence & Emergency Management • New Zealand Police • Local Government. • New Zealand Defence
Reporting structure	Diagrams of the reporting structures for different types of USAR deployment are located in <i>R7 GD NZFS Guide to USAR</i> .

AFAC USAR & Technical Rescue Group

Role	The Australasian Fire and Emergency Service Authorities Council (AFAC) USAR & Technical Rescue Group (AFAC USAR TRG) was established to assist AFAC member agencies to implement an effective, structured, interoperable, multi-agency capability for preparation, response and recovery from local, interstate and international structural collapse emergencies, and from disasters requiring a USAR response.
Objectives	<p>The objectives of the AFAC USAR TRG are to:</p> <ul style="list-style-type: none"> • Develop and implement the AFAC USAR Strategic Plan, which promotes Fire Service capability to manage emergencies requiring a USAR response. • Provide effective Fire Service inputs to the development of the National USAR Plan and the activities of the multi-agency National USAR Steering Committee. • Promote development of a sustainable, integrated, national, multi-agency response capability. • Promote best practice in USAR management within Fire Services. • Provide national overview and recommendations on Fire Service USAR capabilities to the Urban Operations Sub-Group and AFAC Council.
Reporting	<p>The AFAC USAR TRG takes strategic direction from and reports to the AFAC Urban Operations Sub-Group.</p> <p>The NZFS National Operations Advisor (USAR) sits on the AFAC Technical Rescue Working Group.</p>

New Zealand Government agencies

DPMC	The Department of the Prime Minister and Cabinet (DPMC) is responsible for approving international requests for USAR assistance (incoming and outgoing).
MCDEM	<p>The Ministry of Civil Defence and Emergency Management (MCDEM), as part of the Department of Internal Affairs (DIA), is the New Zealand Government agency responsible for the coordination of New Zealand's domestic emergency management arrangements.</p> <p>This is facilitated through the National Crisis Management Centre (NCCMC) and the Civil Defence and Emergency Management (CDEM) structure. MCDEM will also address requests for, and offers of, overseas assistance through the government crisis management arrangements of the Officials Domestic and External Security Coordination (ODESC).</p> <p>During an emergency situation involving a national USAR response, the USAR Management Team (UMT) will ensure an officer is assigned to the NCCMC.</p>

New Zealand Customs Service	The New Zealand Customs Service is the government agency with the job of protecting New Zealand from potential risks from international trade and travel, while facilitating the legitimate movement of people and goods across our borders.
Ministry for Primary Industries (MPI)	The Ministry for Primary Industries (MPI) plays a major role in protecting New Zealand's environment, by maintaining and enhancing bio-security, particularly at the border.
Immigration Service	The Immigration Service is responsible for the correct entry procedures of persons entering New Zealand. The NZ Customs Service does the processing at our borders on their behalf.
ODESC	Officials Committee for Domestic and External Security Coordination.
Ministry of Foreign Affairs and Trade (MFAT)	<p>The Ministry of Foreign Affairs and Trade (MFAT) is responsible for:</p> <ul style="list-style-type: none"> • managing the whole-of-government response to an incident overseas that affects New Zealand Citizens • managing the overall relationship with the requesting country • advising DPMC and MCDEM on issues relating to authorisation for the deployment of New Zealand emergency response teams. <p>MFAT's consular officers, either posted overseas or despatched from New Zealand to assist New Zealanders in affected areas, work together with emergency services teams to:</p> <ul style="list-style-type: none"> • help locate missing New Zealanders • organise access to medical facilities • facilitate the return of New Zealanders to New Zealand • organise medical evacuations and the repatriation of New Zealand remains. <p>MFAT also manages consular contingency plans for countries where New Zealand has no official representation. The plans look at possible triggers for crises that might affect New Zealanders in those countries, such as natural disasters, and provides guidance for initial responses.</p>

USAR training and exercising

Introduction To ensure New Zealand's USAR capability is maintained at a high state of readiness, it is crucial that USAR personnel develop and maintain their skills to the highest possible levels.

To this end, a programme of training and regular exercises is in place.

Training

USAR requirements USAR is a system that amalgamates the specific requirements of:

- confined space rescue
- vertical rope rescue
- trench rescue
- building collapse rescue
- tunnelling
- atmospheric monitoring
- concrete breaching
- electronic/optical search
- long-duration operations
- field living skills.

Technological developments In recent years USAR training has advanced to keep pace with technological developments, particularly relating to reinforced, pre- and post-stressed concrete, and tilt slab construction.

These developments have necessitated training in, and use of electronic listening devices, fibre optics, mini cameras, and reinforced concrete penetration tools, as well as the need for atmospheric monitoring prior to entry, and decontamination procedures on exit.

Training courses USAR-specific training courses are as follows:

- Category 1 Awareness (Cat-1A)
- Category 1 Response (Cat-1R)
- Category 2 Technician (Cat-2)
- Category 3 Manager (Cat-3)

Of these, the following are Emergency Management EMQUAL-supported training packages:

- Cat-1A
- Cat-1R
- Cat-2

Each training course is described in more detail on the following pages.

Category 1 Awareness (Cat-1A)

Purpose	<p>The purpose of USAR awareness training is to make trainees aware of national and international USAR systems that they may encounter at a structural collapse incident.</p> <p>This is the minimum training level for all emergency service personnel.</p>
Content	<p>The online-training covers:</p> <ul style="list-style-type: none"> • NZ USAR response system • Integrating CIMS with USAR • Personal protective equipment (PPE) • Structural marking systems • Search marking systems • Warning signals • Collapse patterns • Initial action strategies.
Prerequisites	None.
Target groups	<ul style="list-style-type: none"> • Fire (all personnel) • Ambulance (all personnel) • Police (all personnel) • Civil Defence (all sections) • Structural engineers • Support agencies • Other government organisations • Communications Centre staff • Neighbourhood Support Groups • Security companies • Building wardens • Workplace Emergency Response Teams • General public.
Trainer requirements	This is an online learning course. It can be found on the Ministry of Civil Defence and Emergency Management website.
Certification	USAR Certificate (Introduction).

Category 1 Response (Cat-1R)

Purpose	<p>The purpose of this training is to establish:</p> <ul style="list-style-type: none"> • a first response and Task Force logistics capability, with self-sufficient skills, to conduct First Aid, surface and low height rescue operations • first response capability within key organisations. <p>This is the minimum training required for all Task Force logistics personnel (communications, logistics, high angle, canine search etc.).</p>
Content	<p>The training covers:</p> <ul style="list-style-type: none"> • First Aid/CPR (NZQA 6400, 6401, 6402) • Introduction to CIMS (NZQA 17279) • General Rescue (NZQA 7318/10618) • Competency Assessment (NZQA 18516) • Hazards • Safety in rescue • Safe working practices • Reconnaissance • Anchors • Basic rope work • Casualty handling • Ladders • Low height rescues • Improvised rescues • Confined space operations • Interview • Rubble crawl • Line and hail search • Stretcher carry • Response exercises • Building construction • Occupancy collapse patterns • Secondary collapse indicators.
Duration	One week.
Prerequisites	USAR Cat1A - Awareness (NZQA 18516).

- | | |
|----------------------|---|
| Target groups | <ul style="list-style-type: none"> • NZFS (all career staff) • Ambulance (as required) • Civil Defence (Rescue section) • Structural engineers (specialist) • Community rescue teams • Other rescue organisations (SAR etc.) • Building wardens • Workplace Emergency Response Teams • Task Force technicians • USAR canine search specialists • Local Rescue Teams (including Red Cross). |
|----------------------|---|

- | | |
|-----------------------------|--|
| Trainer requirements | <ul style="list-style-type: none"> • First Aid NZ Resuscitation Council - Level 2 Instructor • NZQA Accredited Provider • CIMS LG/FRS ITO Assessor • General Rescue • USAR General Rescue Trainer • USAR Orange card (NZQA 18516). |
|-----------------------------|--|

- | | |
|----------------------|--|
| Certification | <ul style="list-style-type: none"> • USAR Orange card (Responder) • FRSITO USAR Responder Certificate. |
|----------------------|--|

Category 2 Technician (Cat-2)

Purpose	<p>The purpose of this training is to provide internationally compatible medium/heavy rescue capability for specialist and subterraneous search and rescue operations.</p>
----------------	--

This is the minimum training required for all Task Force technicians.

- | | |
|----------------|--|
| Content | <p>The training covers:</p> <ul style="list-style-type: none"> • Health and safety • Physical conditioning/challenge • Tool familiarisation • Structural engineering • Lifting and cribbing • Burning, cutting, breaking, breaching • Shoring • Patient care • Technical search • Disaster Victim Identification (DVI) • Deployment procedures • 72 hour exercise. |
|----------------|--|

Duration	<p>Three weeks (initial).</p>
-----------------	-------------------------------

Prerequisites	<ul style="list-style-type: none"> • USAR Responder • New Zealand Fire Service Member • New Zealand registered Advanced Paramedic
Trainer Requirements	<p>NZFS PDU Registered Tutor (USAR Cat-2).</p> <p><u>Note:</u> This course is exclusively accredited to the NZFS Professional Development Unit, to ensure quality standards are met.</p>
Certification	<ul style="list-style-type: none"> • NZQA/NZFS PDU Course Certificate (USAR Technician) • USAR Orange Card (Technician)

Category 3 Manager (Cat-3)

Purpose	<p>The purpose of this training is to provide Task Force Managers and leaders with the skills to:</p> <ul style="list-style-type: none"> • establish pre-deployment procedures • manage Task Force training • provide sound operational advice to the Incident Controller • enforce USAR policies and procedures • manage welfare and occupational safety and health requirements
Content	<p>The training covers:</p> <ul style="list-style-type: none"> • Leadership, command and control • Co-ordinated incident management systems (CIMS) • Task Force deployment / demobilisation management • Structural collapse incident management • INSARAG procedures/guidelines • Media management • OSOCC / RDC procedures.
Duration	Residential and distance learning.
Prerequisites	<ul style="list-style-type: none"> • NZFS Officer • USAR Cat-1R.
Target group	USAR Management Team (Task Force Leader/Deputy).
Certification	USAR Orange Card (Manager).

Exercises and skills maintenance

Exercises The USAR task force are required to complete a 24-hour exercise every year (refer [USAR policy - R7 POP](#)).

Skills maintenance and enhancement Skills maintenance and enhancement requires frequent and regular:

- training and practice across the range of USAR skills
- assessment and recording of all training and development of team members.

Teams will be required to resource all such training, and to utilise skills within teams to develop training modules and exercises aimed at maintaining and enhancing capability. This will be carried out in consultation with the Training work-stream.

Training and skills maintenance responsibilities

NZFS The NZFS is responsible for the delivery, programming and resourcing of Cat1-R, CAT-2 and CAT-3 training and development for NZFS personnel.

USAR Management Team (UMT) The UMT is responsible for:

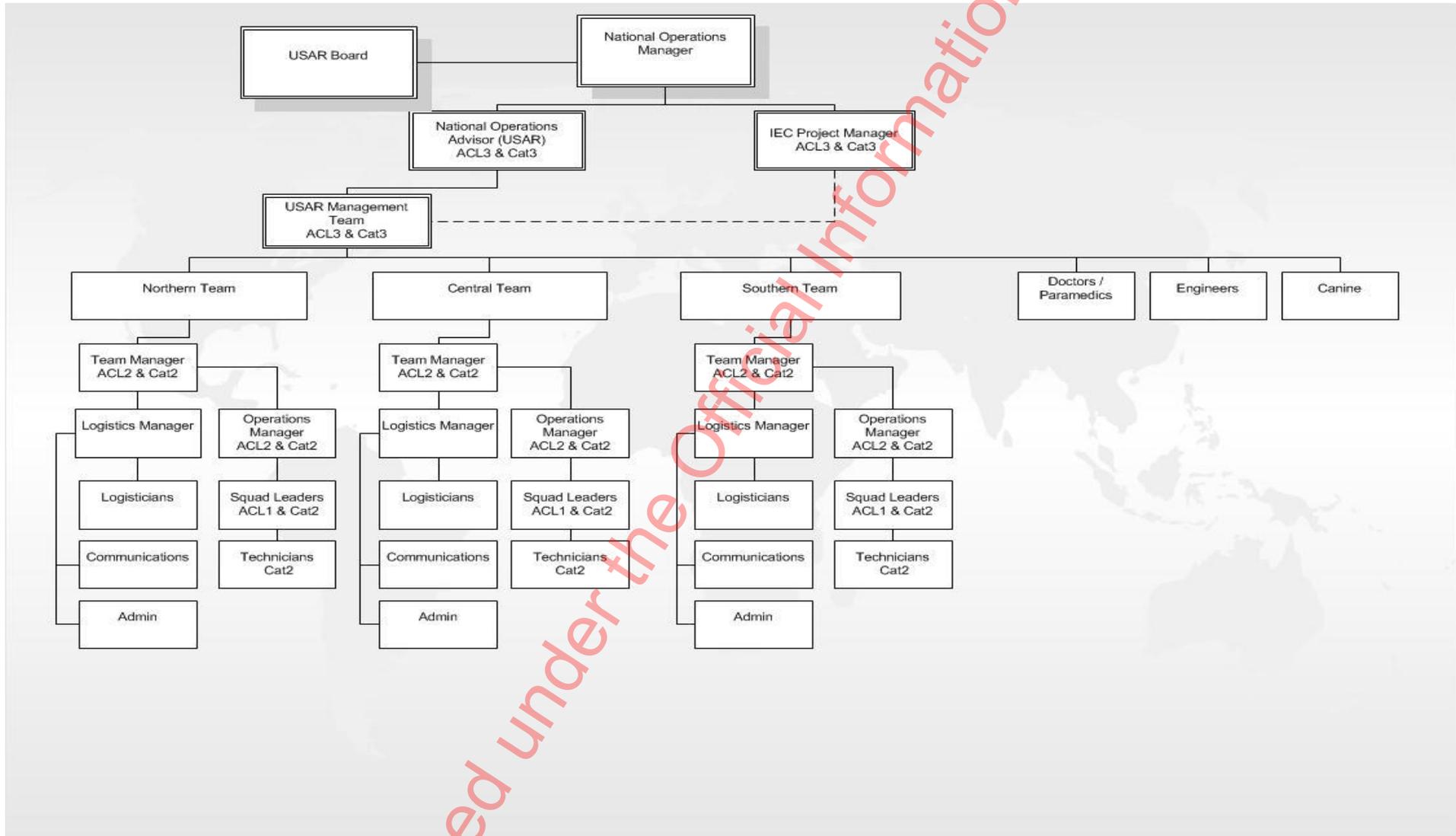
- Demonstrating Task Force governance.
- Providing incident management skills.
- Maintaining an “enabling environment”.
- Leading functional work-streams
- Operating within financial guidelines.
- Endorsing national policy and procedures.
- Promoting USAR visibility locally and nationally.
- Contributing to national exercises and training that:
 - promotes interoperability and integration of teams
 - simulates CDEM operational environments
 - simulates “operational” conditions
 - encourages interaction with Regional and/or national and international CDEM arrangements.

Team Managers Team Managers are responsible for:

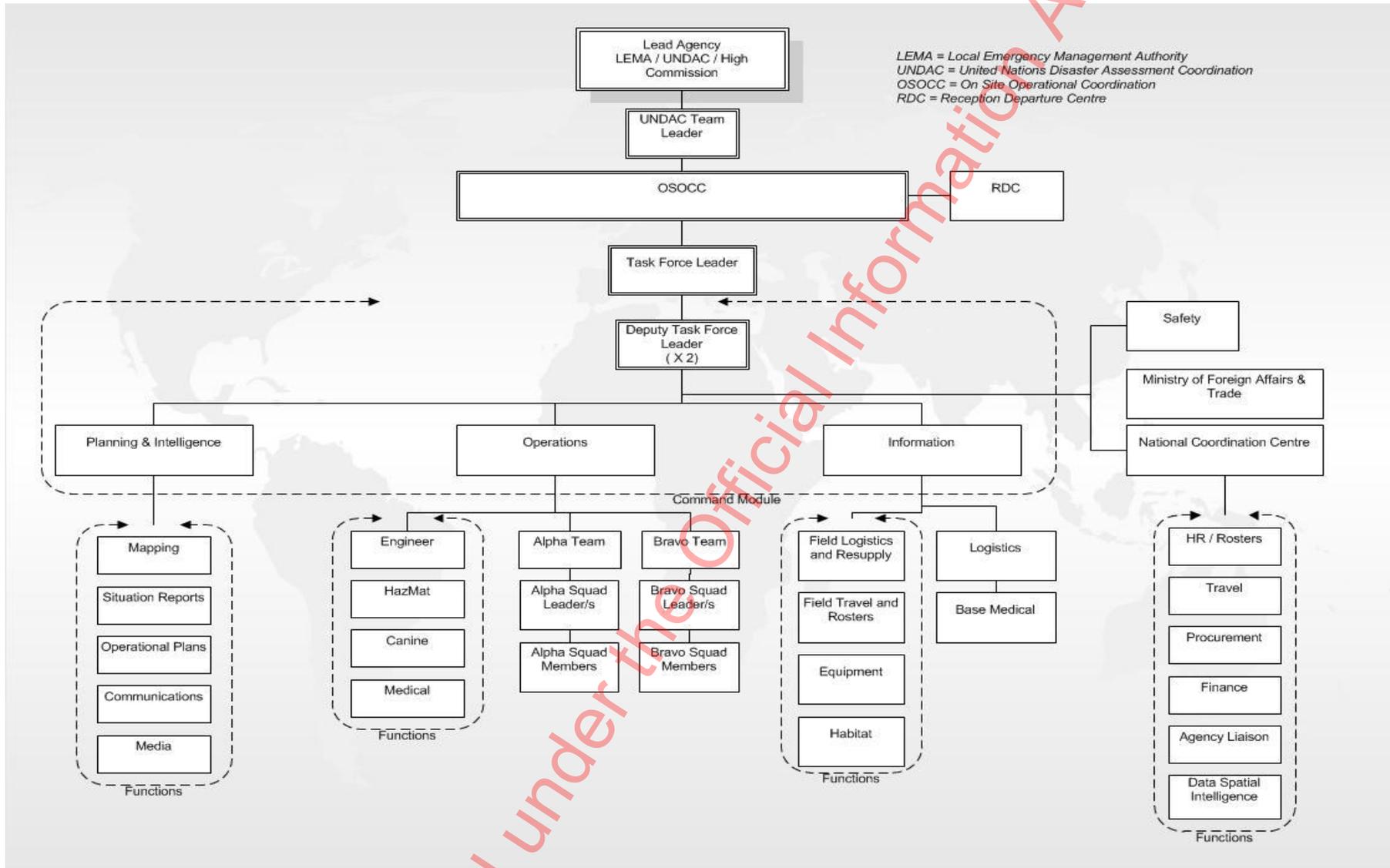
- The “business as usual” activities of the team.
- A management position during deployment.
- Skills maintenance and regular skill-based training for their team.
- Developing an annual training program in consultation with the training work-stream to:
 - ensure compliance with training standards
 - allow identification of regional and national training
 - record all team training in SMS and OSM.

Organisation structure

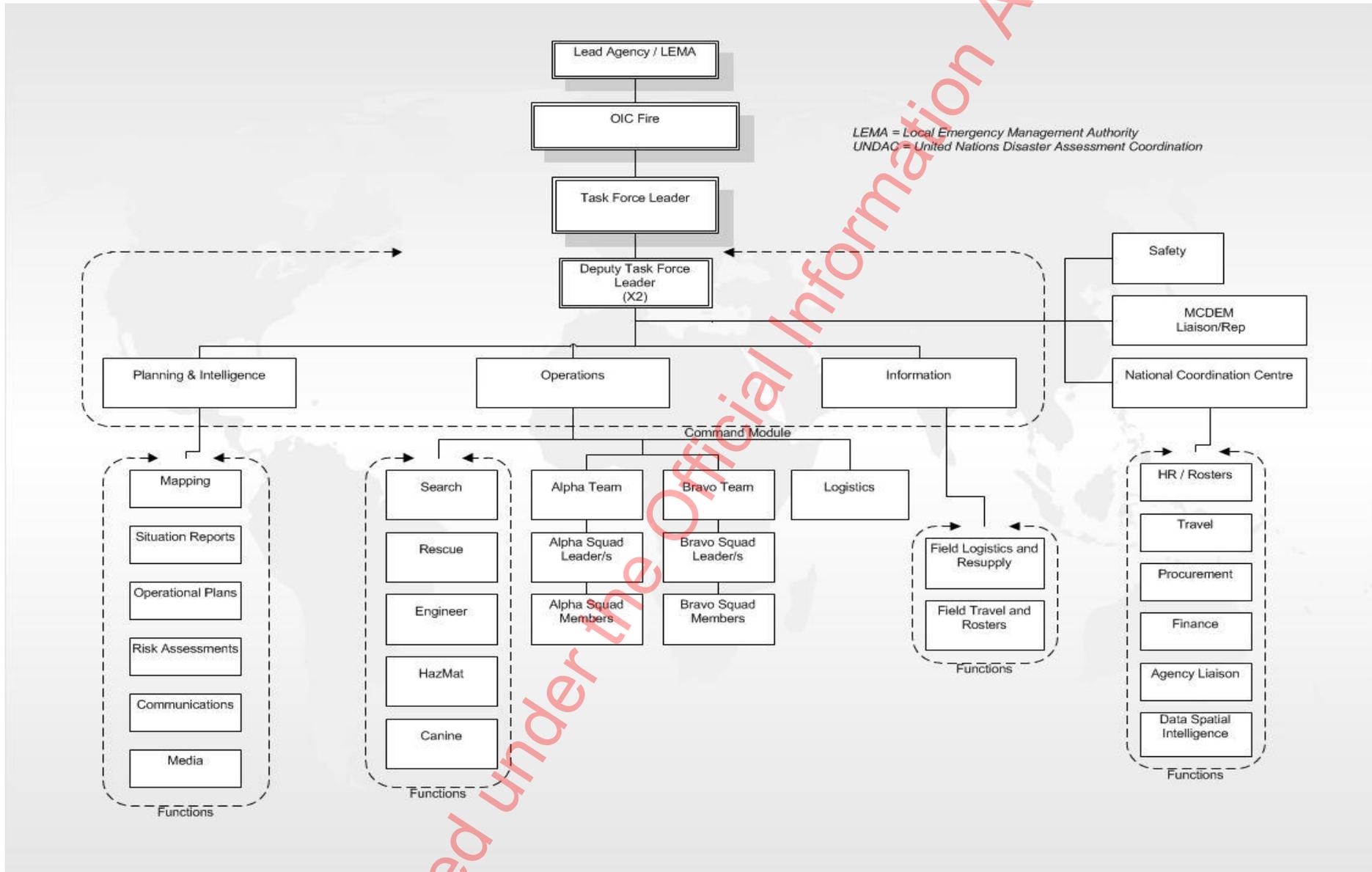
NZ USAR organisation structure



USAR international deployment structure



USAR national deployment structure



71-person international Task Force

Role	Number	Authorised Command Level (ACL)	Complement
Task Force Leader	1	ACL3	
Deputy Task Force Leader	2	ACL3	
Govt Liaison	2		
Planning/Intelligence	2	ACL2	
Operations Officers	2	ACL2	
Information Officers	2		
Command / IT	2		
Doctors	2		Can be supported by Advanced Paramedic
Engineers	2		
Canine Team	4		
Logistics Manager	2		
			8 x Logistics Support
Logistics Team	14		4 x Technician Support
			2 x TFS Coms Operators
Communications / ICT	2		2 x TFS Coms Operators
Hazmat / Safety	2		
Alpha 1 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
Alpha 2 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
Bravo 1 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
Bravo 2 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
	71		

USAR domestic deployment

Role	Number	Authorised Command Level (ACL)	Complement
Task Force Leader	1	ACL3	
Deputy Task Force Leader	2	ACL3	
Govt Liaison	2		
Planning/Intelligence	2	ACL2	
Operations Officers	2	ACL2	
Information Officers	2		
Command / IT	2		
Doctors	2		Can be supported by Advanced Paramedic
Engineers	2		
Canine Team	4		
Logistics Manager	2		
			8 x Logistics Support
Logistics Team	14		4 x Technician Support
			2 x TFS Coms Operators
Communications / ICT	2		2 x TFS Coms Operators
Hazmat / Safety	2		
Alpha 1 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
Alpha 2 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
Bravo 1 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
Bravo 2 Rescue Team	8	ACL1	1 x Cat 2 Rescue Squad Leader
			6 x Cat 2 Rescuers
			1 x Cat 2 Paramedic
	71		

USAR Roles

Roles

USAR roles include:

- National Operations Advisor (USAR)
- USAR Management Team (UMT)
- Task Force Leader and Deputy Task Force leader
- Team Manager
- Operations Officers
- Planning/Intelligence Officers
- Information Officer
- Logistics Officer
- Hazmat/Safety
- Squad Leaders
- Technicians
- Paramedics
- Doctor
- Communications
- Engineers
- Canine

Each of these is described in more detail on the following pages.

Released under the Official Information Act 1982

National Operations Advisor USAR

Overview	The National Operations Advisor USAR is a permanent position to lead USAR in a business as usual capacity. The National Advisor will also support the USAR operations as determined by the NZFS National Commander.
Number	One
Training	NZFS Area Commander. CAT-1R and CAT-3 (ACL3).
Reports to	OIC Fire/Incident Controller/ USAR Commander (during operations). National Operations Manager.
Identification	White Helmet.
Key responsibilities	<ul style="list-style-type: none"> • The strategic and operational coordination of New Zealand's USAR capabilities, including: <ul style="list-style-type: none"> – management of international assets (where deployed) – on-call response requirements. • Manage the development and deployment of NZ's USAR capability including the management of staff (internal and external) and budgets in line with NZFS policies • Developing policy and procedures according to assigned subject areas • Providing related advice and support to Region and Area managers, and other functional managers and staff • Ensuring the advice and support provided to managers is consistent across NZFS by working collaboratively with other National Advisors (Operations).
Key responsibilities <i>(continued)</i>	<ul style="list-style-type: none"> • Working effectively with other members of the wider National Operations team to ensure that the work of the team is integrated, coordinated, and meets the needs of NZFS managers • Accessing expertise from specialists within the wider National Operations team to ensure that the advice, support and solutions provided to managers are considered best practice and consistent with organisational policy and direction • Contributing to National incident management, such as the operation of the National Crisis Management Centre, National Coordination Centre and National Commanders Group

USAR Management Team

Overview	The USAR Management Team (UMT) provides the governance and strategic direction for New Zealand USAR.
Training	All members of the UMT are to be CAT-1R and CAT-3 trained and qualified.
Reports to	National Operations Manager.
Identification	White helmet with the words appropriate to the operational role they are fulfilling.
Key responsibilities	<ul style="list-style-type: none"> • Manage the USAR incident notification & deployment approval system • Deploy with advanced Team/Task Force if required (depends on nature of incident). • Liaise with Local Emergency Management Authorities (LEMA). • Provide a link between the Task Force Leader, LEMA and OSOCC. • Remain with UN OSOCC if required. • Manage assistance requests from Task Force Leaders. • Ensure staff welfare system activated. • Hold financial delegation authority. • Support team managers with team management, skills maintenance training. • Monitor USAR Team finance. • Provide reports and information on USAR Task Force capability and status to CDEM Groups, local emergency management services, and to other organisations as required. • Update NZFS National Operations functional Group on Task Force capability. • Manage welfare and critical incident support for teams.

Task Force Leader

Overview	Task Force Leaders work a rotating 12-hour shift, with an overlap in shifts whenever there are two assigned watches, so as to maintain contact with the entire Task Force during USAR operations.
Number	One
Training	CAT-1R and CAT-3 (ACL3).
Reports to	Incident Controller / OIC Fire / LEMA.
Identification	White helmet with the words "Task Force Leader".
Key responsibilities	<ul style="list-style-type: none"> • Overall command and control of the Task Force. • Managing the deployment and withdrawal of the Task Force. • Evaluating intelligence to develop and administer action plans for Task Force operations (in conjunction with Operations Officer and Incident Controller). • Managing staff welfare. • Liaison between Task Force and Incident Controller. • Liaison with USAR Management Team. • Production and dissemination of SitReps. • Media liaison. • Conducting briefings and debriefings. • Task Force safety.

Deputy Task Force Leader

Overview	<p>Deputy Task Force Leaders work a rotating 12-hour shift, with an overlap in shifts whenever there are two assigned watches, so as to maintain contact with the entire Task Force during USAR operations.</p> <p>The duties, responsibilities etc are the same as the Task Force Leader</p>
Number	Two

Team Manager

Overview	Team Managers are in place during “business as usual”.
Number	One per team
Training	CAT-2 (ACL 2)
Reports to	USAR Management Team.
Identification	n/a
Key responsibilities	<ul style="list-style-type: none"> • Managing USAR base and equipment cache. • Ensuring Team and equipment are maintained ready to respond. • Ensuring the cache is reinstated on return from deployment. • Managing the annual budget (in conjunction with UMT). • Preparing the annual skills maintenance training programme, linked to the national training and exercise programme. • Managing staff issues. • Liaising with team members and managers. • Conducting Team meetings. • Liaising with UMT and other teams. • Managing health and safety compliance. • Monitoring welfare of team members.

Released under the Official Information Act 1982

Operations Officer

Overview	This is an operations management role. Operations Officers work the same hours as their shift.
Number	Two per Task Force - one attached to each shifts.
Training	CAT-2 (ACL 2)
Reports to	Task Force Leader/Deputy
Identification	White helmet with the words "Operations Officer".
Key responsibilities	<ul style="list-style-type: none"> • Liaison between: <ul style="list-style-type: none"> - Task Force Leader, Deputy TFL and Squad leaders - the shift and external services providers in attendance. • Liaison with Logistics, Canine, Medics, Hazmat and Engineers Officers. • Monitoring squad safety, health and welfare. • Conducting: <ul style="list-style-type: none"> - briefings for the incoming Operations Officer and squads - debriefings for staff going off duty. • Implementation of all operational tasks at incident site. • Assisting with the preparation of Situation reports. • Stepping up to Task Force Leader role if required. • Assisting Team Manager with management responsibilities. • Tasks as allocated by Team Manager • Supervising staff compliance with annual skills maintenance programme.

Planning / Intelligence Officer

Overview	<p>The role of Planning / Intelligence Officers is to:</p> <ul style="list-style-type: none"> • Coordinating and planning component activities. • Perform additional tasks or duties as assigned during a deployment. • Work with the Task Force leader to establish USAR mission deployment and de-mobilisation plans.
Number	Two per Task Force.
Training	CAT-1R (ACL2).
Reports to	Task Force Leader.
Identification	White helmet with the words "Planning/Intelligence".

Key responsibilities	<ul style="list-style-type: none"> • Participate in task force briefings and meetings as requested. • Prepare appropriate reports. • Provide situation reports and Incident Action Plans to the Task Force Leader. • Updating Virtual OSOCC, where tasked by the Task Force Leader.
-----------------------------	---

Information Officer

Overview	Responsible to the Taskforce Leader for gathering information and intelligence to assist the Taskforce Leader to efficiently deploy resources. This person will work closely with the Liaison Officer initially when establishing contacts with LEMA and OSOCC and other local and international USAR teams in the sector (or on the incident ground).
Number	Two per Task Force.
Training	CAT-1R (ACL2).
Reports to	Task Force Leader/Deputy.
Identification	White helmet with the words "Information Officer".
Key responsibilities	<ul style="list-style-type: none"> • Information gathering on the incident ground including size of the worksites and sectors • Mapping details and directions within the sector • Recording activities of other local and international USAR teams in the sector • Collation and formulation of SITREPs for approval of the Taskforce Leader, and transmittal to NZFS NCC • Represent NZL TF1 at Sector Control if required, to manage the Sector reports and formulate and transmit reports • Record and log all activities • Assist in running the RDC as required • Participate in briefings and planning meetings as required

Logistics Officer

Overview	The logistics officer is responsible for ensuring the preparation and maintenance of the Task Force equipment cache.
Number	Two per Task Force.
Training	Complete NZ USAR Logistics course.
Reports to	Directly to the Operations Manager.
Identification	Orange helmet with the words "Logistics Officer".
Key responsibilities	<p>The Logistics Officer is responsible for the identification of a suitable site for a base of operations and will ensure the footprint of the base is appropriate, considering other USAR teams could also be based there. Also:</p> <ul style="list-style-type: none"> • Establishing Base of Operations. • Coordinating the packaging, transporting, distribution, and maintenance of the Task Force. • Equipment cache prior, during, and subsequent to mission assignments. • Coordinating with transportation agencies. • Procuring equipment as directed by the Operations Officer. • Ensuring accountability and security of the task force equipment cache. • Maintaining accurate and timely records and reports. • Adhering to all safety procedures. • Maintains and repairs the task force equipment cache. • Performing additional tasks or duties as assigned.

Hazmat / Safety

Overview	Responsible for managing the hazmat functions of the Task Force and acting as Safety Officer.
Number	Two per Task Force.
Training	CAT-1R, plus cross-trained to manage other Task Force logistics roles. (ACL1)
Reports to	Operations Officer
Identification	Orange helmet with the word "Hazmat"
Key responsibilities	<ul style="list-style-type: none"> • Insures risk assessment is completed on each operational site. • Insures all risk assessment evaluations are recorded and reported • Implement any hygiene and/or decontamination procedures as required. • Maintaining hazardous substance equipment cache.

Squad Leader

Overview	Responsible for leading and the safety of the squad and manage worksite activities
Number	One per squad.
Training	CAT-2 (ACL1)
Reports to	Operations Officer
Identification	Red helmet with the words "Squad Leader"
Key responsibilities	<p>Squad Leaders are primarily responsible for the safety of their designated squad, as well as:</p> <ul style="list-style-type: none"> • Liaison between the Operations Officer and the squad. • Advising on and participating in squad briefings and debriefings. • Overseeing the implementation of all operational tasks, and actively participating in the work. • Directing individual team members; allocating the work as required • Managing the rotation of rescuers. • Ensuring a safety officer role is maintained. • Ensure accurate record keeping as required. • Assisting with USAR base and cache maintenance as required by the Team Manager or Operations Officer. • Participating in annual skills maintenance training and operational exercise programmes.

Technician

Overview	USAR CAT-2 rescue technicians are the rescue work force of the USAR Task Force, and are divided into squads.
Number	Six (6) per squad
Training	CAT-2
Reports to	Squad Leader
Identification	Yellow helmet
Key responsibilities	<ul style="list-style-type: none"> • Carrying out rescue work as allocated by Squad Leader. • Undertaking Safety Officer if required (this role is rotated through the CAT-2 rescuer ranks at the discretion of the squad leader), which includes: <ul style="list-style-type: none"> - watching the site for danger - ensuring the safety of the squad. • Assisting with deployment loading operations. • Assisting with cache reinstatement operations. • Completing annual skills maintenance programme. • Taking part in annual exercise programme. • Assisting with USAR base and cache maintenance programmes. • Other tasks as allocated by the Team Manager.

Paramedics

Overview	<p>Paramedics are qualified USAR CAT-2 technicians.</p> <p>The USAR paramedic's primary role is to provide medical monitoring and, where necessary, treatment of Task Force members, however they must also be prepared to treat casualties located by the Task Force at an incident site.</p> <p>The role requires high levels of professional and clinical competence, and the ability to provide appropriate patient care, where required, in line with their individual service's clinical guidelines.</p> <p>Additionally the paramedic will monitor the critical incident stress levels of Task Force members.</p> <p>Assist with squad operations as required.</p>
Number	There are four paramedics attached to a Task Force - two per shift; one per squad.

Training	CAT-2. Due to the types of injuries that could be expected to be encountered at a USAR incident, paramedics involved in USAR operations should be qualified to the highest clinical level available within New Zealand ambulance services.
Reports to	Squad leader
Identification	Green helmet.
Key responsibilities	<p>Paramedics are primarily responsible for the health and wellbeing of members of their assigned squad, including search dogs, as well as:</p> <ul style="list-style-type: none"> • Responding to the initial medical needs of any victims that are located during their shift. • Technical rescue tasks as required. • Liaising with the Task Force doctor. • Treating and reporting all health problems or injuries that occur within their squad. • Checking and managing the medical cache during deployment. • Reinstating the medical cache following deployment. • Conducting health checks on all staff prior to, during and following a Task Force deployment. • Other activities requested by Task Force doctor or Leader. • Medical cache maintenance. • Completing annual skills maintenance and exercise programme. • Other activities as requested by Task Force doctor or Leader.
Key responsibilities <i>(continued)</i>	<p>In addition to the provision of medical care, USAR paramedics should be able to assist, as part of an USAR Task Force, in all facets of the search and rescue operation, alongside fellow Task Force members.</p> <p>This means that they need to be trained as Category 2 USAR technicians.</p>

Doctors

Overview	The doctor is primarily responsible all health aspects of Task Force members. However, the doctor may in some circumstances commence medical treatment of rescued persons.
Number	Two per Task Force, may be substituted/supported by an Advanced Paramedic.

Training	<p>Task Force doctors should hold specialist qualifications in emergency medicine, anaesthesia and/or intensive care, with experience in public health as well as pre-hospital and retrieval medicine.</p> <p>As a minimum, training should include:</p> <ul style="list-style-type: none"> • Orientation to the Task Force role and structure. • Operational safety and the use of PPE. • Knowledge of USAR paramedic roles and capabilities. • Exposure to USAR operations (typically during the 72 hour exercise of a Cat-2 course). • Task Force doctors are not generally expected to provide care in the collapse zone. However, if this requirement is considered by USAR Management, then appropriate training should be provided.
Reports to	Task Force Leader/Deputy
Identification	Green helmet with the word "Doctor".
Key responsibilities	<p>The doctor is primarily responsible all health aspects of Task Force members, including search dogs, as well as:</p> <ul style="list-style-type: none"> • Carrying out health checks before, during and after deployment • Commencing any preliminary medical treatment required by victims of the incident (with an overriding obligation to cater for the medical well being of Task Force members) • Liaising with the paramedics on the health requirements of Task Force personnel. • Maintaining medical records (in conjunction with the NZFS National Medical Officer) of all injuries or health problems associated with the Task Force.

Communications / ICT

Overview	Communications/ICT personnel will always accompany the Task Force, to ensure the operability of Task Force communications systems.
Number	Four (4) per Task Force.
Training	Communications Officers are trained to CAT-1R level, and are cross-trained to manage other Task Force support roles.
Reports to	Logistics Officer / Information Officer
Identification	Orange helmet with the word "Communications".

Key responsibilities	<p>Communications Officers are responsible for all lines of communication from individuals on an incident site, including:</p> <ul style="list-style-type: none"> • Establishing communication links with NZFS Comcen, LEMA, and other services • Direct liaison between communications units from other services • Maintaining the Operations Log of the mission. • Maintaining Task Force/Team communications cache. • Positions may be divided between the Command tent and Logistics
-----------------------------	---

Engineers

Overview	To provide technical and structural and/or geotechnical engineering advice to Task Force Leader during a deployment.
Number	Two per Task Force.
Training	CAT-1R and USAR Engineering Level 2.
Reports to	Task Force Leaders / Operations Officer.
Identification	Blue helmet with the word "Engineer".
Key responsibilities	<ul style="list-style-type: none"> • Providing advice on all aspects of structural and geotechnical engineering. • Acquiring building plans of the collapsed structure. • Assisting with the development of incident site action plans. • Providing advice as requested by Task Force Leaders and Operations Officers. • Advising on any other aspects of the incident that may fall within the realms of their expertise.
Key responsibilities (continued)	<ul style="list-style-type: none"> • Taking part in annual exercise programme. • Completing annual skills maintenance programme. • Assisting with Task Force training.

Canine

Overview	To support the rescue functions of the Task Force with the use of dogs.
Number	Two teams per Task Force (each team consists is two handlers and two dogs).
Training	All canine teams are trained to CAT-1R, and are cross-trained to manage other Task Force logistics roles.
Reports to	Operations Officers / Logistics.
Identification	Orange helmet with the words "Canine".
Key responsibilities	<ul style="list-style-type: none"> • Conducting canine search. • Monitoring and managing the health of dogs during deployment. • Liaison regarding electronic search of likely survival points. • Providing passive security patrol with canine. • Assisting with other support functions to the Task Force. • Assisting with re-commissioning of cache. • Completing annual skills maintenance programme. • Taking part in annual exercise programme. • Other tasks as allocated by the Task Force/Team Leader.

USAR activity phases

Introduction National Emergency Management arrangements make provision for appointment of an Incident Controller tasked with management of a complex situation. USAR is a specialised resource that can be made available to the Incident Controller through the NZFS in such situations.

Activity phases In keeping with INSARAG guidelines, the following phases are applicable to USAR Task Force activities:

- Planning
- Preparedness
- Activation and notification
- In transit
- Operations
- Reassignment
- Disengagement/stand down
- Demobilisation.

Each of these is described in more detail on the following pages.

Planning

Planning Task Force management should ensure that personnel:

- Have completed appropriate levels of training and are accounted for within the Task Force structure.
- Are physically able to perform their tasks.
- Have appropriate and current inoculations.
- Have appropriate documentation (e.g. passport, visa, inoculation record, emergency numbers for next of kin).
- Are appropriately clothed.
- Provide medical history documentation.

Task Force members are responsible for their own:

- Personal, family and domestic considerations.
 - Personal finance.
 - A current will.
 - Appropriate agreements with employer.
 - Personal medication.
-

- Preparedness** Effective preparedness requires:
- Training and exercises.
 - Auditing.
 - Protocols for management.
 - Distribution of advisories, alerts, activations, situation reports, requests/appeals for assistance.
 - Coordination of the dispatch of USAR Task Forces.
 - Dispatch of a disaster assessment (advanced party) team as appropriate.
 - Possible establishment of an reception departure centre (RDC) (generally at an airport).
 - Establishment of an on-site coordination centre (OSOCC).

Activation and notifications

Team notifications There are three levels of notification to USAR Teams in addition to the on-call UMT notification.

Notification	Use	Format
USAR On-call Commanders	Used to advise on-call manager and/or Management team of a USAR event or trigger point. Call details will be provided as per standard area or event notification. USAR calls will be prefixed with USAR Notification.	<i>USAR Notification.... (CAD details)</i>
USAR Notification	Used to inform USAR of any incidents that have occurred and serves only to provide information that does not require any action or acknowledgement. It may also be used locally to advise members of training and meetings.	<i>USAR notification(CAD details)</i>
USAR Standby	Used when USAR have been placed on standby. The expected action is for the on-call team members and supporting logistics to respond to their local base and should be prepared for a deployment.	<i>USAR STANDBY, On-call members should respond to the base.</i>
USAR Deployment	Used to confirm a deployment is being mobilised and serves to advise other USAR members of the situation which in turn places the next group on call.	<i>USAR DEPLOYMENT is being mobilised. Those not being deployed are now placed on call.</i>

- Mobilisation plan** A mobilisation plan has been developed and includes:
- 24-hour contact points
 - Task Force contact details
 - Task Force notification processes
 - Designated assembly points
 - An equipment packaging and palletising plan
 - A transportation plan for personnel and equipment, including relevant documentation.

24-hour contacts

The USAR Management team operate a 24-hour roster or an on-call rotation. In the event of a USAR trigger, or request for a USAR mobilisation, the first-call UMT will make contact with the ComCen and gather all relevant information. They then communicate with the UMT via phone teleconference to determine what the appropriate actions are to be.

USAR personnel

USAR Task Force members Are to be briefed on cultural and political sensitivities in the area of deployment. As a part of the training members should be aware of the organisation's policy on:

- recalls and activation
- assembly point
- pre-task gear checks
- storage and transport of equipment
- personnel
- medical
- welfare
- cultural.

Equipment and supplies

Task Force management should ensure that:

- Specialised equipment is accompanied by user manuals.
- Food identified as appropriate for entry into the affected area, and that will not adversely affect personal health and performance, is available in sufficient quantities.
- Adequate water is available for the initial phase.
- Water purification equipment is sufficient to support Task Force needs.
- Sufficient sanitation and hygiene provisions are available for deployment .
- Shelter and bedding are provided/ available.

In transit**Introduction**

All USAR Task Force personnel should have the capability of being at the designated point of departure within 2 hours following a standby or deployment notification. To accomplish this, the mobilisation plan must be exercised.

Home base to the affected area/country

While in transit from the USAR home base to the affected area or Base of Operations (BOO), Task Force management will continue to:

- collect intelligence on the disaster, supported by the National Coordination Centre
- provide briefings to Task Force.

Considerations whilst in transit

Considerations whilst in transit should include:

- Ensuring Task Force members rest as much as possible during this phase.
- Receiving direction and priorities from the Local Emergency Management Agency (LEMA).
- Establishing mission priorities.
- Identifying and prioritising necessary points of contact.
- Identifying a chain of command and reporting contacts.
- Establishing a communication plan identifying how contacts are made.
- Liaising with other emergency services and Task Forces.
- Clearly identifying any political or cultural sensitivities.
- Determining the type and condition of transport equipment.
- Assessing local medical capabilities for emergencies.
- Identifying special hazards and problems (i.e. road conditions, land mines, animals, infrastructure, weather, looting, civil unrest, criminal acts, restricted areas, check point procedures, escort procedures, etc.).
- Confirming local driving regulations and movement procedures, including maps.
- Planning for consumables/fuel supply.
- Identifying an evacuation route and establishing a safe haven.
- Planning for media relations.

Operations**Operations phase**

All aspects of the mobilisation (transit) phase must be implemented as appropriate.

During the operations phase, action must also be taken to:

- Ensure integration of USAR activities with national or local operations.
- Develop an incident action plan (IAP) that meets the needs of the LEMA, including:
 - victim management, documents and transport procedures
 - plans for managing deceased victims.

Additional considerations

Additional considerations at this stage include:

- identifying local officials in charge and briefing them on Task Force capabilities
- covering issues relating to health and safety and Code of Ethics.

Hot debrief	<p>Debriefing should occur for all deployments at the completion of the event prior to demobilisation.</p> <p>It is known this is a very important activity and allows for honest and candid discussion around issues or problems which need to be resolved, or which offer opportunities for improvement. It is also a natural opportunity for congratulating USAR members for a job well done.</p> <p>The hot debrief should be regarded as informal, with no need to document the process.</p>
--------------------	---

Reassignment / demobilisation

Reassignment	The Task Force may, upon completion of allocated tasks, be reassigned to another local area, or to sites in other locations.
---------------------	--

Demobilisation	<p>The process for disengagement is as important as the process for activation. The various ways the assignment can be terminated are:</p> <ul style="list-style-type: none"> • All assigned tasks have been completed. • The assisting country recalls the Task Force (in the event that international teams are present). • Task Force Management decides. • The LEMA releases the Task Force.
-----------------------	--

Task Force Leader responsibilities	<p>The Task Force Leader will:</p> <ul style="list-style-type: none"> • Report assignment completion to the LEMA and other relevant authorities. • Discuss the effectiveness of the operation with the LEMA. • Ensure that any press/media who are present on the site understand why the Task Force is leaving.
---	---

Personnel considerations	<p>Personnel considerations on reassignment and demobilisation include:</p> <ul style="list-style-type: none"> • Mitigating fatigue. • Monitoring for stress. • Preventing loss of motivation. • Maintaining discipline. • Ensuring information exchange (briefings/debriefings). • Ensuring safe and secure practices are followed for the breakdown and packaging of the Task Force base. • Adherence to ethics and professionalism. • Managing safety and wellbeing.
---------------------------------	---

Return to home base

Task Force Leader responsibilities

For the return to home base, the Task Force Leader should:

- Account for all Task Force members.
- Activate pre-planned arrangements for returning to home base.
- Continue to enforce the code of conduct.
- Conduct a full Task Force debriefing.
- Maintain equipment security and check stocks.
- Ensure compliance with New Zealand immigration and bio-security requirements.
- Address media requirements in accordance with agency guidelines and policies.
- Complete:
 - refurbishment of equipment caches
 - written after-action report documenting any issues/concerns.
- Ensure:
 - issues identified in debriefs are completed appropriately
 - all injury follow-ups and stress management issues are completed (stress debriefing sessions should be conducted as appropriate).

(Refer NZFS USAR safety and wellbeing guidelines - R7 SCe).

Post-deployment debrief

This is a formal, structured debrief managed by the Task Force Leader of the deployment. It would normally be conducted on-base at a time when all concerned are able to give the matter full attention.

The debriefing process can be greatly assisted by the use of a structured format that ensures all aspects are properly addressed. NZFS policy on Command and Control provides a template for use during debriefs.

The completed debriefing document should be retained and used to ensure that emergent training needs, health and safety issues etc. are subsequently acted upon.

Checklist

Activation	
Gather intelligence to obtain an overall picture of the nature, extent and location of the incident	
Commence activation of Task Force and resources required for deployment	
Assemble Task Force and establish systems required to support deployment	
Obtain appropriate authorities and approvals to deploy	
Determine procedures to be used and what information needs to be provided	
Determine special needs required for Task Force and individual members	
Assess likely transport requirements for moving equipment and personnel	
Travel	
Ascertain final transport requirements for exact numbers of Task Force members and equipment	
Determine means of transport (e.g. road, rail or air)	
Check access into affected area	
Transport of resources within affected area including what will be supplied there	
Loading and unloading facilities and requirements	
Safety requirements for personnel and equipment	
Packaging and weights	
Travel times	
Access routes including maps and clearances to move within the affected area	
Consumables and fuel requirements	
Maintenance requirements	
Security and escort requirements	
Personnel considerations	
Accommodation	
Catering needs	
Relief for Task Force members	
Occupational Safety & Health	
Industrial agreements	
Self-sufficiency	
Contact with home (both base and family)	
Debriefs	
Finance (method of payment for services in affected area)	
Communications / IT	
Compatibility:	
- within Task Force	
- Task Force to Task Force	
- Task Force to local (on-site)	
- Task Force to home base	
- Individual to home	
Verbal	
Maintenance of records/situation reports	
Clerical support	
Social Media	

USAR operations within NZ

Introduction

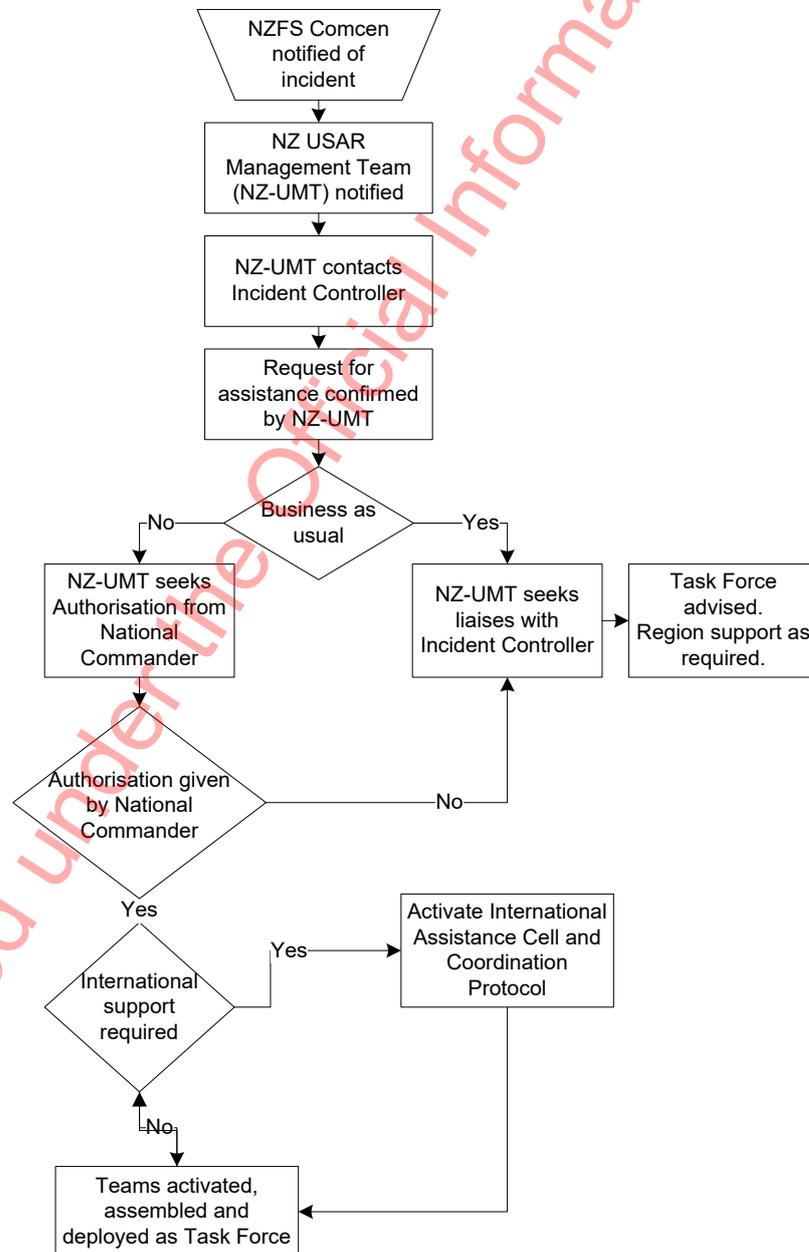
The principle behind these arrangements is to quickly put into place a structure that can be easily expanded upon should an incident escalate beyond the initially determined resource requirements.

This may well include the response of International USAR Task Forces into New Zealand to assist at a major incident. For this reason, the INSARAG guidelines will be used for domestic deployments.

Domestic USAR deployment

Flowchart

The flowchart below shows the arrangements for a domestic USAR deployment following an event.



Receiving international USAR resources

Introduction	It is acknowledged that a large-scale event could overwhelm New Zealand's national USAR capacity. For this reason planning is in place to ensure that International USAR resources can respond into New Zealand to supplement domestic capability if and when required.
Policy and guidance on deployment into NZ	<p>New Zealand's legislative framework requires that border protection issues are not disregarded if a major structural collapse incident were to occur.</p> <p>Policy specific to USAR deployments developed by Ministry of Primary Industries, Customs and Immigration should be read in conjunction with this document. INSARAG guidelines were followed when developing this guidance, and the deployment of USAR resources into New Zealand has been broken down into three phases: Mobilisation, Operations and Demobilisation.</p>
Coordination of overseas USAR teams into NZ	<p>The coordination of overseas teams into NZ during a major disaster will be coordinated by MCDEM through UN OCHA. Once the need for assistance has been confirmed, email and contact details will be advised to incoming USAR teams via the Virtual OSOCC.</p> <p>Teams responding and arriving into NZ through this means of coordination will:</p> <ul style="list-style-type: none"> • meet INSARAG standards • be aware of entry requirements.
Advance information	<p>Provision of the following details in advance will facilitate faster processing of an international team on arrival:</p> <ul style="list-style-type: none"> • All personnel in the team. • All equipment and other resources they are bringing with them. • Any requirements or needs.
RDC centre	New Zealand will establish a Reception/Departure (RDC) Centre at the designated entry points, to deal with all matters relating to the entry of international teams.
Customs requirements	<p>All Customs requirements regarding importation taxes and GST will be waived, subject to teams:</p> <ul style="list-style-type: none"> • providing an inventory of incoming equipment, supplies etc., and • verifying that the goods are intended for the purpose of the team to carry out its function.

Operations

Operations should follow the INSARAG guidelines, with the following additions:

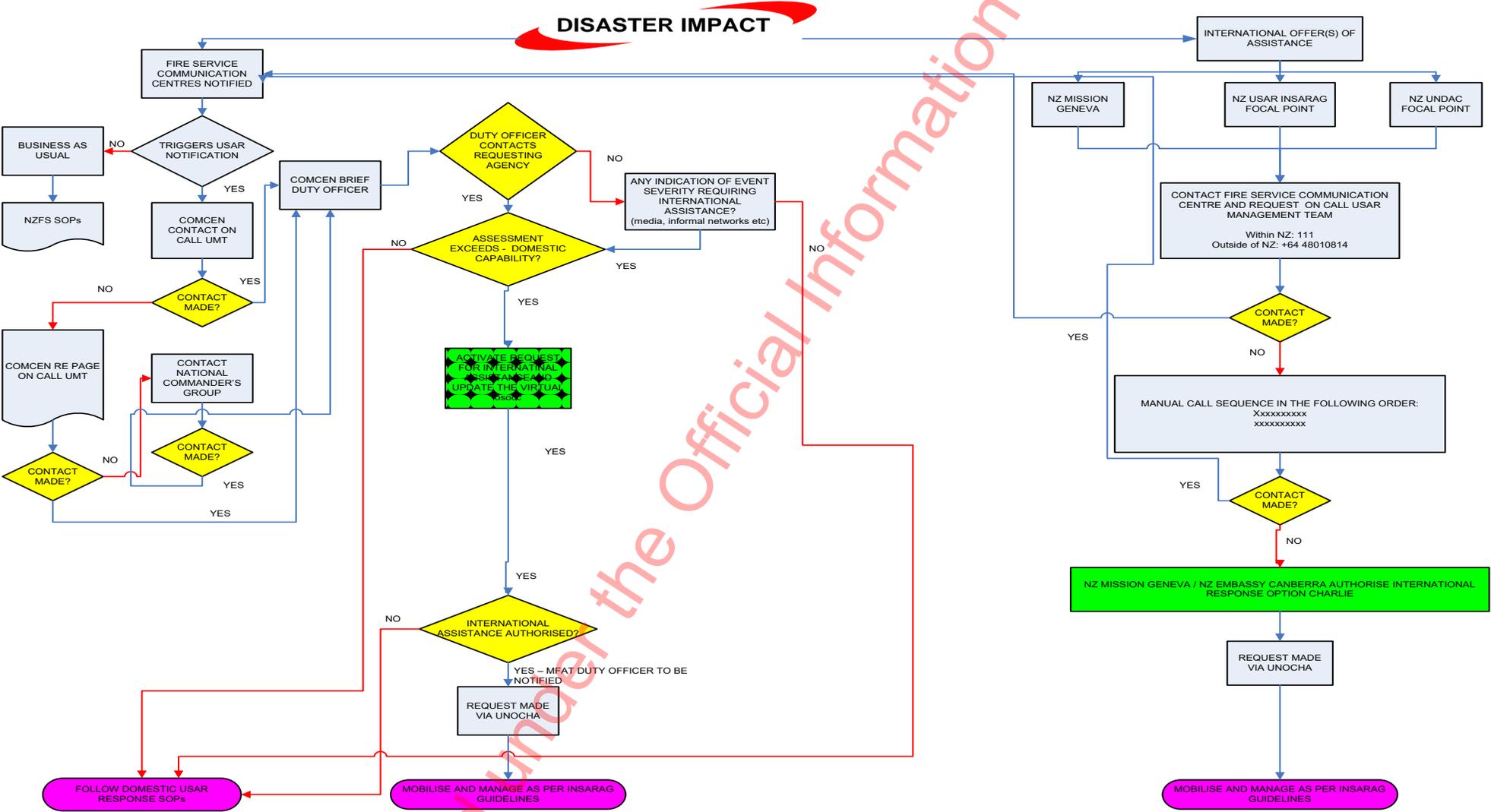
- MCDEM, in conjunction with NZ-UMT and UNDAC, will coordinate the provision of all self-sufficiency requirements for incoming Task Forces who are unable to meet NZ quarantine restrictions.
- Liaison for all National Agencies should be coordinated by MCDEM and the National Coordination Management Centre (NCMC), with a Liaison Officer for communications between the NCMC and the Task Force.
- Upon activation of the NCMC, the NZ-UMT will provide an around-the-clock Liaison Officer who is trained to USAR Cat-3.
- Reports are to be sent back to the NCMC via the OSOCC for each International Task Force as requested.
- Operations will follow INSARAG guidelines and methodology.

Useful references

- *International Assistance into New Zealand* document.
 - Documentation, including the passenger arrival card in various languages, is available on the Customs website (customs.govt.nz).
 - Visa requirements are available from the Immigration website (immigration.govt.nz).
-

Responsibilities when international team(s) deployed into NZ

The diagram below outlines the responsibilities of MCDDEM, Immigration, NZFS and overseas USAR teams when a team has been requested to assist within New Zealand.



USAR medical capability

Introduction	The medical plan for USAR operations aims to provide a service that ensures a deployed USAR team maintains its operational capability.
Treatment priorities	<p>Treatment priorities for USAR medical staff are as follows:</p> <ul style="list-style-type: none"> • First - USAR Task Force personnel and canine • Second - victims directly encountered by USAR Task Forces. • Third - other persons as required. <p>It is not intended for Task Force medical staff to provide a freestanding medical resource at the disaster site. Capable local medical systems will be considered the primary providers of general medical care to disaster victims.</p> <p>Task Forces planning to provide international response should consider contingencies for deployment to areas with limited local health and medical capabilities.</p>
Capability	The New Zealand USAR medical capability is designed to provide a coordinated medical response, from the field to tertiary care. New Zealand medical capability and practice is based on INSARAG medical guidelines, and in line with current Australasian standards and practice.
Personnel	<p>The medical component of a USAR Task Force consists of USAR-trained paramedics attached to each USAR Task Force, supported by an appropriately qualified doctor in the role of medical manager.</p> <p>These personnel:</p> <ul style="list-style-type: none"> • work as an integral part of any USAR response • are well-orientated to the USAR environment • must be prepared for the treatment of serious illness and injury, out of the hospital environment, often for extended periods. <p>Many aspects of USAR operations will be foreign to some medical personnel, including operating for extended periods in situations that are physically, psychologically and environmentally challenging. Paramedics and doctors taking on this role should be thoroughly assessed for suitability prior to acceptance as a Team member.</p>
Medical work stream	<p>Overall guidance and advice on USAR medical capability and policy is provided by the Medical work stream. The medical work stream also meets as required to review current practice and address issues that may have arisen.</p> <p>Refer <i>Schedule of USAR Medical Staff tasks (R7 SCc)</i>.</p>

USAR equipment

USAR Task Force cache

Establishment and maintenance

The USAR Task Force cache is a nationally agreed cache of equipment suitable for domestic and international response needs to a structural collapse incident.

The establishment and maintenance of a USAR equipment cache requires:

- Determining what equipment is needed
- training equipment operators
- equipment purchase
- ongoing skills maintenance programme
- a replacement and equipment maintenance logistics system, to ensure that equipment does not fail.

Note: When establishing a USAR equipment cache, consideration needs to be given to the operational requirements of the developing agency.

Task Force equipment requirements

A Task Force is required to:

- have (as a minimum) the recommended level of equipment and trained personnel
- be self-supporting in all aspects of equipment, food, shelter and medical resources for at least 72 hours, with an ability to re-supply for extended operations
- develop a deployment plan detailing localised transport options for personnel and equipment.

International Response Task Forces have a self-sustainability option for up to 14 days.

Note: The UMT is responsible for coordinating national transportation requirements.

Logistical requirements for equipment

USAR operations by their very nature often necessitate long timeframes, and the logistical requirements for equipment and personnel have to be given careful consideration.

Team supplies

As a part of deployment arrangements, a national process is required to have in place arrangements for 24-hour access to all supplies necessary to sustain the team for any deployment.

Considerations should include, but are not limited to:

- the contacts and key holders for equipment supplies
 - fuel (petrol, diesel, LPG etc.)
 - fresh food and water
 - transport (e.g. rental vehicles).
-

During deployments

Mobilisation	<p>If a USAR Task Force is deployed, it may respond with partial or complete equipment cache - this will be dictated by the event/request.</p> <p>When planning to mobilise USAR equipment cache, specialist resources should be considered and should be requested prior to departure via the virtual OSOCC.</p>
Commercial operators	<p>The use of commercial operators will be closely monitored by the Task Force Leader. In a national or domestic emergency, use of commercial operators should be ideally engaged via LEMA/MCDEM.</p> <p>When considering the use of commercial operators, always consider whether the contractor is operating under:</p> <ul style="list-style-type: none"> • the provisions of the Fire Service Act (1975) • an independent contract for service agreement, or • the Civil Defence Emergency Management Act.

Personal Protective Equipment (PPE)

Introduction	<p>USAR incidents by their very nature are somewhat different, both in scale and hazard, when compared with most day-to-day rescue situations that emergency service organisations attend.</p> <p>As a result, additional protective clothing requirements exist to allow rescuers to work in an environment containing a proliferation of debris, broken reinforcing bars, conduit, steel and other parts of a building's structure that have been displaced from their normal position due to the collapse.</p>
Type of clothing	<p>Close fitting garments that are both durable and comfortable, such as overalls, should be worn to exclude dirt and rubble and protect the rescuer from cuts and abrasions. They should have pockets to carry small items, minimal openings and no loose straps that may catch on edges when crawling through debris.</p> <p>In addition to the pockets on the clothing, a 'bum bag' or tool bag can be a useful item allowing the rescuer to carry spare personal protective equipment and other small items that may be required.</p>
Personal Safety Equipment	<p>A typical list of personal safety equipment to be used during an incident is listed in the INSARAG guidelines.</p> <p>Consideration should be given to the use of fluid-impermeable disposable overalls and appropriate respiratory protection, if required.</p>

Training safety

Introduction	<p>Scenarios and activities are designed to reflect the practical realities of an emergency necessitating a USAR response and in so doing, frequently involve the use of heavy machinery, operating within confined spaces or at heights.</p> <p>To ensure that all practicable steps have been taken to manage the risks associated with USAR training and exercising, each training and/or exercising activity must be accompanied an appropriate risk assessment and management form.</p> <p>The NZFS employs the “safe person concept” and therefore requires all personnel to be trained in the skill they are undertaking and adopt the dynamic risk assessment process.</p>
Training risk assessment	<p>An example is that an overall training period may cover breaching, within which there are a number of subsets of activities that need to be taught and assessed. The strategic assessment will be a composition of the sub-activities.</p>
Equipment	<p>A risk assessment must be completed for each item of equipment utilised by Task Force personnel. In addition to the risk assessment, each item of equipment must have a completed training document.</p> <p>When new equipment is introduced to a Task Force member, they must receive appropriate training for each item. This training is to be logged in the Task Force training log.</p>
Site selection	<p>When choosing the training/exercising activity, it will be necessary to assess the actual venue used for the training. Assessments should take in to consideration the anticipated learning outcomes, the equipment to be used, the training and capability of those to be trained or exercised.</p> <p>All sites have to be assessed for environmental risks and hazards.</p>

Public information and media management

Media Liaison Officer	<p>Information to the media will generally be coordinated and disseminated via a Media Liaison Officer (MLO) appointed by the Task Force Leader.</p> <p>USAR teams should appoint a media-trained member as their MLO, to work in conjunction with the Incident MLO to provide timely and accurate information. Unless otherwise stated, the Task Force Leader will assume this role.</p> <p>National Media enquiries will be coordinated by the USAR Commander.</p> <p>Comments emanating from the team MLO should be confined to matters under their direct command such as the team capability, structure and role.</p>
Team Members not to comment	<p>Under no circumstances should USAR team members make specific comment about an incident including social media.</p>
Task Force briefings	<p>Upon activation, an USAR team leader should brief all personnel about the latest information and critical media issues. Briefing/handouts should be prepared at regular intervals and given to the Incident MLO.</p>
Interviewing do's and don'ts for Media Liaison Officers	<p>The way an interview is conducted has an impact on its final outcome, and the impression gained by the general public. It is essential that a professional approach be taken when conducting an interview with any media representative. The following are guidelines for media interviews:</p> <p>Do:</p> <ul style="list-style-type: none"> • Use your full name. Nicknames are not appropriate. • Choose the site (if possible). Make sure you are comfortable with the location of the interview. Consider what is in the background. • Choose the time (if possible). If you would be more comfortable waiting another five minutes, tell the reporter. • Be aware of media deadlines. These may influence interview times. • Be calm. Your demeanour and apparent control of the situation are very important in establishing the tempo of evolving events. • Tell the truth. • Be cooperative. There is an answer to most questions, and if you don't know it now, advise that you will determine the facts needed. • Be professional. Don't let your personal feelings about the media, or this reporter in general, affect your response. • Be patient. Expect uninformed questions. If the same question is asked again, repeat your answer without irritation. • Take your time. If you make a mistake during a taped or non-broadcast interview, indicate that you would like to start again with your response. If appearing live, just start again. • Use wrap-around sentences. This means repeating the question within your answer for a complete 'sound bite'.

**Interviewing
do's and don'ts
for Media
Liaison Officers**
(continued)

Don't:

- Say "no comment".
 - Give your personal opinion. Stick to the facts.
 - Go off the record. Anything you say can and will be used against you.
 - Lie. To tell a lie unintentionally is a mistake. To intentionally tell a lie is stupid.
 - Bluff. The truth will come out.
 - Be defensive. The media and their audience recognise a defensive attitude and tend to believe you're hiding something.
 - Be afraid. Fear is debilitating and is not a characteristic you want to portray.
 - Be evasive. Be up front about what you know of the situation and what you plan to do to mitigate the effects of the disaster.
 - Use jargon. The public is not familiar with much of the language used in the field.
 - Confront. This is not the time to tell a reporter how much you dislike the media.
 - Try to talk and command a disaster response at the same time. You won't do either well.
 - Wear sunglasses.
 - Smoke.
 - Promise results or speculate.
 - Respond to rumours.
 - Repeat leading questions.
 - Use a reporter's name in your response. Other media representatives won't be able to use the same 'grab'.
-

Glossary

Term/acronym	Meaning
Australasian Fire and Emergency Service Authorities Council (AFAC)	The representative body for fire, emergency services and land management agencies in the Australasian region.
Assembly Point	Location or facility designated by the sponsoring organisation where team members initially report after receiving an activation order.
Assisting Country	An overseas country providing support.
Base of Operations (BoO)	On-site operational facility close to the work sites comprising areas for the team management, equipment stock, personnel shelter, feeding areas, etc.
Building Markings	Pre-determined symbols marked on structures by search and rescue personnel indicating current status of building.
Cache	See Equipment Stock.
Category 2 (CAT-2)	Training to Team/Task Force member capability, specialist equipment training.
Category 3 (CAT-3)	Incident management. Skills to manage USAR Task Force.
Demobilisation	The process used to return resources to their original location at the conclusion of a mission.
Emergency Management Advisors (EMAs)	MCDEM regional advisors, who will deploy to provide link between LEMA and central government.
Emergency Operations Centre (EOC)	A facility, either static or mobile, from which the total operation or aspects of the operation are managed.
Engagement/ Disengagement	Procedures followed by Task Force when entering or leaving a specific work site.
FEMA	Federal Emergency Management Agency
EMQUAL	Emergency Management Qualifications
Hazardous Material (HazMat)	A substance or material that has been determined by an appropriate authority to be capable of posing an unreasonable risk to health, safety and/or property.
International Search and Rescue Advisory Group (INSARAG)	A global network and disaster response organisations under the United Nations umbrella.
Local Emergency Management Authority (LEMA)	National, regional or local authorities responsible for the overall command, coordination and management of the response operation.
Memorandum of Understanding (MoU)	A legal document describing an agreement between two parties, which outlines roles and responsibilities of those involved.
Ministry of Civil Defence & Emergency Management (MCDEM)	The New Zealand Government ministry responsible for increasing community resilience to disaster and coordinating a national government response to large-scale disasters.
National Crisis Management Centre (NCMC)	A permanent centre based at Parliament, run by MCDEM, which facilitates national plans for disaster response, and allows for the coordination of these with other agencies.

Term/acronym	Meaning
National Coordination Centre (NCC)	A dedicated centre to coordinate and support NZFS/USAR operations
Non-Government Organisation (NGO)	An organisation independent from the government, generally with a focussed set of objectives (often a charitable organisation).
Office for the Coordination of Humanitarian Affairs (OCHA)	A United Nations organisation which aims to provide leadership in times of humanitarian crisis.
ODESC	Officials Committee for Domestic and External Security Coordination
On-Site Operations Coordination Centre (OSOCC)	A centre with the purpose of assisting the local authorities of an affected country with the management of a disaster, in particular the coordination of international Search And Rescue teams.
Point of arrival (POA)	Designated area during disaster operations where responding USAR teams and other resources are received, organised, briefed and assigned.
Point of Assembly	Designated area where USAR teams are gathered in preparation for mobilisation.
Point of Departure	Area established where USAR team personnel and equipment are brought together and organised before mobilising.
Reassignment	Where a USAR team is redirected to a different assignment from the original.
Reception/Departure Centre (RDC)	Point of arrival/departure for response groups, established by the OSOCC. Near the affected area, but not within the direct operational scope of national/local authorities.
Reconnaissance Team	An assembly of appropriate USAR team personnel assigned to assess an impacted area or building to determine the need for search and rescue operations.
Risk Analysis	A review of an operation or work site performed in advance, establishing safety and personnel hazard concerns and mitigation procedures.
United Nations Disaster Assessment and Coordination (UNDAC)	A stand-by team of disaster management professionals who are nominated and funded by member governments, who can be deployed within hours to carry out rapid assessment of priority needs and to support national Authorities and the United Nations Resident Controller.
Urban Search and Rescue (USAR)	A specialised technical rescue capability for the location and rescue of entrapped people following a structural collapse.
Virtual OSOCC	An online information exchange and coordination tool for disaster managers and international response organisations, used by responders during major disasters to exchange information.