

NZSAR

**New Zealand Search
and Rescue**



Documentation Study

Final Report

February 2010

Executive Summary

The New Zealand Search and Rescue (NZSAR) Council is committed to improving the overall co-ordination, cohesion, capability and leadership of search and rescue (SAR) by working alongside key organisations and individuals providing SAR services throughout NZ. SAR may be only one of a range of tasks that individuals and agencies participate in. Individual agencies have accessed and developed a plethora of information resources to develop their individual and collective capability within their specific areas of expertise. However a coherent, cohesive set of information resources to achieve a co-ordinated response does not exist that identifies standard national operating procedures, uses consistent language and is flexible enough to be used by the majority of the NZSAR sector. Available information resources are not organised and co-ordinated to ensure that effective and expeditious SAR operations can be assured in the NZSAR Region. It was anticipated that a family of information resources would enable improving the overall co-ordination, cohesion, capability and leadership of NZSAR.

This report details the findings from a documentation study that was initiated following the development of the Core Curriculum for Interagency Training. Members of the sector were interviewed to:

- a) Identify and catalogue a list of their documentation/publications
- b) Propose a Documentation Framework for the NZSAR community that provides for a "family" of SAR publications from the strategic to the operational
- c) Identify publications that do not exist that would be useful to the sector
- d) Elicit views on the common content, look, feel and layout for a family of standard shared national resources/documents for the NZSAR sector to improve overall co-ordination, cohesion and capability comprising managerial/leadership, operational and technical reference documents (standard national operational procedures).

The outcome of the study:

1. Provides a snapshot of the documents/publications identified by the sector at this point in time
2. Indicates that the majority of the sector agree that with the concept of developing a NZSAR Documentation Framework that would provide a family of NZSAR documents at the strategic, leadership and operational level
3. Collates member's views on the content for publications that do not currently exist from a national NZSAR perspective
4. Prioritises the development of the documentation, and
5. Proposes an approach to developing the NZSAR Documentation Framework to improve overall co-ordination and cohesion, enhance capability and ensure that effective and expeditious SAR operations can be assured in the NZSAR Region.

The NZSAR Secretariat expresses appreciation, on behalf of the NZSAR Council to the people and the organisations who took part and contributed to this study for the benefit of the sector.

Contents

	Page
Executive Summary	2
1. Introduction	4
2. The New Zealand Search and Rescue Plan	4
3. NZSAR Operations	4
4. The NZSAR Core Curriculum for Interagency Training	4
5. Documentation Study	5
6. The Results	7
7. Approach to Development of the NZSAR Documentation Framework	13
8. Conclusion	14
9. Recommendations	15
Appendix A	17
A snapshot of existing documentation/publications as identified by members of the Search & Rescue Sector	

1. Introduction

- 1.1 The New Zealand Search and Rescue (NZSAR) Council is mandated by the government to provide strategic leadership to the New Zealand Search and Rescue Sector. The aim is to provide effective search and rescue services through New Zealand's Search and Rescue Region (SRR). Search and rescue involves numerous agencies and supported by some 11,000 trained people with the majority being non-paid volunteers. In addition to a heavy reliance on the voluntary sector New Zealand search and rescue operates in a complex and evolving environment, characterised by scarce resources, technological change and increasing public expectations. As a result it is imperative that the search and rescue sector is aligned and therefore the NZSAR Council is committed to improving the overall co-ordination, cohesion, capability and leadership of search and rescue by working alongside the key organisations and individuals providing search and rescue services throughout New Zealand.

2. The NZSAR Plan

- 2.1 The NZSAR Plan 2009-2014 states the Vision, Values and Parameters of the organisation and identifies the five key goals that must be achieved in order to lead the combined efforts of New Zealand's search and rescue and achieve its purpose. The NZSAR Plan is a high level strategic document and it is possible that a comprehensive, operational-level, National Search and Rescue Plan could be developed in the future.

3. NZSAR Operations

- 3.1 The NZSAR sector provides SAR services throughout the NZSAR Region. Two SAR coordinating authorities (the Rescue Coordination Centre New Zealand (RCCNZ) and the New Zealand Police) coordinate and manage land, sea and air SAR operations 24 hours a day, seven days a week. Trained land, sea and air rescue teams and assets are available to conduct SAR operations on request by the coordinating authorities. The sector functions by using trained personnel, who are a mix of volunteers, paid personnel, commercial operators and Defence resources using equipment appropriate for the task.

4. The NZSAR Core Curriculum for Interagency Training

- 4.1 Recently the NZSAR Council released the NZSAR Core Curriculum for Interagency Training which was developed by a working group of experienced SAR practitioners. The Core Curriculum focuses on establishing a framework

for skills, knowledge and attitudes that span the sector and consists of eighteen fundamental generic topics for all major organisations within the SAR sector. The NZSAR Secretariat is facilitating the development of the Core Curriculum training resources for SAR organisations to use in their training activities to improve NZSAR outcomes.

4.2 Search and Rescue Information Resources

4.2.1. For a number of individuals and agencies SAR is only one of a range of tasks that they participate in. Each agency becomes involved in an incident depending on the nature, size and scope of the incident and the expertise required. Individual agencies have accessed and developed a plethora of information resources (documents/publications) to develop their individual and collective capability within their specific areas of expertise. At this point in time, however, while CIMS is an agreed philosophy on how agencies will respond collectively to a SAR event, not all agencies refer to the New Zealand model in their operations. Currently there is a number of incident management documents that are referred to which are similar to the CIMS philosophy. It is therefore considered that a standard set of documents are required to:

- a) Communicate the agreed national SAR organisational structure and standard national operating procedures using consistent language. This will help all those involved to understand the New Zealand SAR structure and how a co-ordinated search and rescue response will be managed.
- b) Be flexible enough to be used by the majority of the NZSAR sector.

4.2.2. The NZSAR Core Curriculum has been developed to improve NZSAR, however, documentation to support the Core Curriculum training requires significant development. at this point in time. Given this situation it is anticipated that a family of NZSAR publications would enhance the effectiveness and efficiency of NZ's SAR sector and improve the overall co-ordination, cohesion, capability and leadership of SAR throughout NZ.

5. Documentation Study

5.1 Subsequently the NZSAR Secretariat initiated a documentation study in consultation with nominated members of the sector. The aim of the study was to:

- a) Identify existing and planned SAR publications/documents (including those under development) within each of the sectors

- b) Catalogue a list or map the publications/documents to provide a snapshot of what is currently available
- c) Propose a Documentation Framework for New Zealand's SAR community that provides for a "family" of SAR publications from the strategic to the operational
- d) Identify any publications that currently do not exist and outline why they should, their purpose and content, and
- e) Elicit views on the common content, look, feel and layout for a family of standard shared national publications/documents for the NZSAR sector to improve overall co-ordination, cohesion and capability comprising managerial/leadership, operational and technical reference documents (standard national operational procedures).

5.2 The scope of the Documentation Study included manuals and reference material used for NZSAR operations, and/or training in New Zealand and excluded SAR research documents, books etc.

5.3 Methodology

5.3.1. The study commenced on 11th December. Members of the sector were advised as to the purpose of the project and the timeframe and assistance was requested for the benefit of the entire sector. This project was identified as a companion piece of work to the NZSAR Training Framework and Core Curriculum which focuses on SAR incident management and is intended to be the platform for interagency training.

5.3.2. Nominated members of the sector were contacted as part of the consultation process to schedule the appointment and were provided with a copy of the project brief prior to the interview. During the interview the purpose of the study was explained and participants were asked:

- a) What publications were being used (copies were requested and where possible were provided)?
- b) What documents/publications were under development or being revised?
- c) What documents/publications were required?
- d) Would a Documentation Framework for a "family" of SAR publications from the strategic to the operational be useful to improve overall co-ordination, cohesion and capability comprising managerial/leadership,

operational and technical reference documents (standard national operational procedures)?

e) If so, what form should these publications take?

5.3.3 The responses were analysed and a brief review was conducted of all the documentation that was submitted as part of this exercise.

6. The Results

6.1 Members of the sector were very responsive to this study. In total 31 members of the sector were interviewed either face-to-face or over the phone depending on their location and availability. The majority (29/31) could see the value of the project and liked the idea of a central repository of information. It was acknowledged that each sector was able to keep up to date with its own documents/publications but recognised that it was difficult to keep on top of best practice and be in touch with what was happening elsewhere. Going forward, a one stop shop for SAR information in NZ was considered to be a good thing, particularly from a planning and responsibility perspective.

6.2 Several organisations provided hard copies of their documents to be catalogued. Others provided a verbal overview of the nature of the documents that they used. A snapshot of all of the documents that were identified by members of the sector in relation to SAR is provided in Appendix A. A brief summary of the content is provided for all of the publications that were sighted and notations given for documents that were identified as being under review at this point in time.

6.3 This list of SAR documents/publications is not exhaustive and should be regarded as a work in progress. The reasons given for this are three-fold. In the first instance trainers in the field of SAR at polytechnics design and develop their own training material in their specialised areas and this is not necessarily co-ordinated at a local or national level.

6.4 Secondly LandSAR is currently in the process of conducting an IT Review which will capture the current range of operational forms and templates in use by LandSAR (including all local authorities and volunteers) so they can be examined with a view to providing a nationally consistent resource set. With that in mind, what is currently in use is likely to change in the near future and therefore was not submitted for inclusion as part of this project. The collection phase for LandSAR's project will be completed by the end of February with a new collection of forms and templates being distributed mid-year.

6.5 Finally some organisations are in the process of developing publications and training resources. Coastguard NZ is developing a Certificate of Competence Training Manual which they advise will be included in the catalogue once completed. The Search and Rescue Institute NZ (SARINZ) have two projects underway; an initiative to develop a kiwi version of 'The Handbook for Managing Land Search Operations', however, this has not progressed as they have not got the resource to complete this work and work is continuing on a Team Leaders project.

6.6 A Proposed Documentation Framework for the NZSAR Community

6.6.1 The SAR sector comprises multi-agencies each with a different focus. The majority of the sector members who were interviewed considered that the concept of a NZSAR Documentation Framework was a feasible proposition. There were diverse views as to what this could look like, however, there was general consensus that there is a NZ orientated gap at the moment which is also reflected in some of the documentation in the catalogue. Although information is gathered from overseas, the general feeling of the members was that this is not entirely relevant for the NZ environment and therefore the development of a NZSAR Documentation Framework was considered to be a logical thing to do.

6.6.2 NZ Statutes, Memorandums of Understanding (MOUs), and Service Level Agreements (SLA's) provide direction and national agreement on the roles and responsibilities of the Coordinating Authorities. Some members of the sector had a general awareness of the big picture and their own roles and responsibilities. It was perceived that the development of the NZSAR Documentation Framework would:

- a) Enable a relationship, a discussion and an agreement on how agencies and organisations respond to NZSAR incidents (strategic and operational)
- b) Capture and note the contradictions in the way members currently respond, and
- c) Help to improve coordination and develop consistency across the sector.

6.6.3 Although there is national agreement on roles and responsibilities of the Coordinating Authorities there is no overarching documentation that can be used universally by all SAR participants. Until this is in place it can not be operationalised and people can not be effectively trained to understand the national SAR system.

6.7 The Coordinated Incident Management System

6.7.1 Several members discussed the Coordinated Incident Management System (CIMS) as being the common operating procedure for inter-agency incident management for NZSAR. During the interviews, however, other systems were commonly referred to such as the:

- a) Australian Integrated Incident Management System (AIIMS)
- b) International Aviation and Marine Search and Rescue (IAMSAR)
- c) United States Incident Command System (ICS)
- d) Incident Management System (IMS), and
- e) National Integrated Incident Management (NIIMS)

6.7.2 These systems are also noted in the documentation provided in Appendix A. The majority of the sector has some awareness of the various systems but many commented that references to them have caused some confusion within the NZSAR community. A clear common picture would be invaluable to highlight the similarities/overlaps and the differences between them and who, and why some agencies refer to multiple systems.

6.7.3 The real issue is about terminology, not about the system, but it is critical that we are clear on this across the NZSAR sector.

6.7.4 To reduce the confusion that exists over CIMS, the inter-agency CIMS steering committee has decided to update the 'Teamwork in Emergency Management' (known as the Blue book), and develop a further two publications. These will be colloquially know as the Blue, Yellow and Red books. The updated Blue book will not differ much from the present one. It will outline the elements of the CIMS system and then detail how this applies in situations involving a localised incident and multi agencies. The Yellow book will detail arrangements at multi-agency incidents possibly involving several regions. The Yellow book is aimed at the regional operations that will involve Civil Defence. The Red book will detail arrangements for a national emergency that involves the Officials Committee for Domestic and External Security Coordination (ODESC) and invokes the National Crisis Management Centre (NCCMC).

6.7.5 It is intended to have these documents approved through ODESC. The Blue and Yellow books are planned for release in June 2010.

6.7.6 It is critical that agency/organisation agreements with other national and international agencies/organisations in relation to SAR related systems are

clearly defined, illustrated and understood by those participating in SAR management. National guidance on SAR structures, organisations and related systems and their overarching parameters could be provided as part of the NZSAR Document Framework. This could be communicated without contravening the statutory responsibilities, authority and the autonomy of individual agencies and organisations or conflict with international agreements. NZSAR roles and responsibilities could be clearly articulated within their boundaries for the incident maximising effectiveness and interoperability.

6.7.7 In summary the majority of the members of the SAR sector were in favour of a centralised NZSAR Documentation Framework where members could work with autonomy within the agreed parameters. The Documentation Framework would support the NZSAR Core Curriculum and enable a more co-operative, efficient and cost effective NZSAR response.

6.8 Documentation Required

6.8.1 It was proposed that the NZSAR Documentation Framework would consist of a “family” of SAR publications that would be developed from the strategic to the operational level. During the interview members of the SAR community were asked to identify publications that do not exist that would be useful to them. Their responses were collated, grouped accordingly and are presented in the following table.

Strategic	Leadership	Operational
<ul style="list-style-type: none"> • Governance of the NZSAR Sector • A strategic NZSAR framework for the NZSAR Region • An overall picture of the that everyone can see themselves in & how the roles & functions fit together • SLA's & MOUs • Coordination across the sector at the senior level, agreed responsibilities & accountabilities • A national interagency agreement • Protocols on how we operate with each other with identified roles & responsibilities • Relationships/agreements with other international agencies/organisations clearly explained • SAR funding & reporting • Common terminology & language • Volunteers – where do we need to go? 	<ul style="list-style-type: none"> • Leadership in SAR on/off shore • Legal responsibilities & liabilities (legislation, regulations, codes of practice, guidelines) • Risk management • Coordinating with joint authorities & asking the right questions • Cohesion at incident level • Incident management, the right people making the right decisions with accountability • The importance of analysis & judgement • How to use people to your best advantage & how to support them • Identifying gaps between training & practice (reverting to old ways of doing 	<p>NZ standard operating procedures & guidelines for consistent systems e.g.</p> <ul style="list-style-type: none"> • Communications • Mapping • Coordination • Making requests <p>Identifying common tasks using the same point of contact</p> <p>Common forms & templates e.g.</p> <ul style="list-style-type: none"> • Pre-planning • Readiness • Phases of emergencies • Vulnerability assessments

	things) <ul style="list-style-type: none"> • Adopting common minimum standards & reducing duplication • Communication including proactively keeping SAR sector up to date • Debriefing, learning & continuous improvement • Accessing research, databases & publications 	
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Table 1 Members views of the NZSAR documentation required

Strategic

6.8.2 The majority of members indicated that at the strategic level there is a need for an overarching document that presents a unified NZSAR approach and a common understanding on the provision of SAR in the NZSAR Region. Multiple agencies are engaged in NZSAR activities, each with a different focus. At the moment there is nothing everyone can see themselves in that illustrates the agreed ways that we operate at a strategic level, how it is all coordinated and how everyone’s responsibilities translate to disasters. The process of developing this document would develop and consolidate a shared understanding at the governance level of the best and most cost effective way to co-ordinate NZSAR activity and provide a national agreement around roles, responsibilities and accountabilities, protocols and standard operating procedure.

Leadership

6.8.3 During the interviews it was suggested that the topic of leadership is a tricky area and very political when it comes to SAR and there diverse views among the members. On the one hand it was felt that CIMS could provide leadership. It was also pointed out that there was “bucket loads available on leadership” so why duplicate. Several member organisations have the own leadership development training materials (as noted in the catalogue) and SARINZ is currently developing training resources in this area.

6.8.4 Other members indicated that there was a huge void in leadership and remarked that some of the SAR sector was stuck in old ways of doing things. The Incident Co-ordinators role and responsibilities was described in several of the documents included in the catalogue, however during the interview process it was reported that in practice there was some confusion around this role. It was also signalled that not everyone was funded for leadership and perceived that the level of skill sets was most variable between agencies and between agencies and volunteers. The suggestions that were put forward in this area were consistent with the topics identified for development within the NZSAR Core Curriculum.

6.8.5 It was concluded that leadership should be included in the Documentation Framework. A decision on the form that this would take could be scoped after the strategic component of the framework has been developed. This process may further identify the gaps in leadership and provide a means of addressing the need. Those in favour of including leadership in the framework proposed that NZSAR could provide it as they had no obvious agenda, whereas it was thought that all other agencies had a conflict of interest.

Operational and Technical

6.8.6 At the operational and technical level the focus of the discussions during the interview centred on the need for nationally consistent standards. Operational training is recognised by NZSAR as being the responsibility of individual organisations. Specialist training for specific skills sets should be left to the individual agencies and organisations and should not be included in the Documentation Framework. Members of the sector indicated, however, that a common approach and standards at the operational and technical level would minimise the confusion across the sector and enhance interoperability. It was envisaged that the Documentation Framework could include agreed guidelines for operational and technical areas to improve coordination and consistency.

Current Documentation

6.8.7 A brief summary of the content of the documentation that is currently available is provided in the Appendix, but in a nutshell the following table summarises what currently exists and highlights where there are the gaps?

Current content	Gaps in documentation
<p>Some but not all agencies have:</p> <ul style="list-style-type: none"> • SLA's & MOUs • taken steps to provide a strategic overview & perspective of SAR in NZ • documented their international partnerships & relationships • noted CIMS & related incident management systems • addressed, or are in the process of addressing leadership as it relates to their area of expertise within their own sector • provided detail on operational activity including roles & responsibilities within their sector & the interrelationships with some of the other agencies • provided technical detail & standard operating procedures within their own specific specialist areas 	<p>Currently there is not a holistic approach to SAR in the NZ Region. There is no:</p> <ul style="list-style-type: none"> • overarching strategy – a single document that provides a picture of NZSAR that everyone can see themselves in • single document/national interagency agreement stating SLA's, MOU's, roles, responsibilities & accountabilities • strategic relationships & on how we operate with each other • single illustration of CIMS & the similarities/differences with other ICMs • clarity on SAR funding & reporting • common terminology & language • common standpoint on SAR leadership on/offshore, incident management, & consistency between training & applied practice at a senior level • access to research, databases & publications • standard NZ operating procedures & guidelines (e.g. communications) • common forms & templates that would improve efficiency/effectiveness

Table 2 What documentation exists and where are the gaps?

Summary

- 6.8.8 The majority of the sector was in favour of the proposed Documentation Framework for the NZSAR community. A family of NZSAR documents could close the gaps that currently exist within the sector and support the NZSAR Core Curriculum enhancing the overall capability, improve cooperation and cohesion and ensure greater efficiency and effectiveness. It is envisaged that the Documentation Framework would enable more effective use of available resources in all types of SAR activity on and off-shore recognising and fulfilling national, international and legal obligations. The Documentation Framework would not interfere with the activities of individual agencies and organisations that will retain their autonomy and responsibilities within their boundaries for incidents.
- 6.9. Layout of a Standard Set of Shared National Publications/Documents for the NZSAR Sector
- 6.9.1 Views on the look, feel and layout for a family of shared publications varied amongst the members. Some suggested that the documents/publications should be slim rather than bulky as the size of a document can tend to put people off reading and using it. Others wanted one manual with specific chapters on Land, Marine and Air SAR, but this does not suit all users. A range of tools in booklets (checklists and aid memoirs) were also considered to be useful. CD's, DVD's were considered but it was recognised that they are expensive to produce.
- 6.9.2 Members suggested that on-line access to the documents with free downloads to the end user would be best so people could have the information at their fingertips and would get the biggest reach. Others wanted the information sent to them directly so they could distribute the information to their people on an as needs basis¹. Should generic training materials be developed it was recommended that advice be sought from a professional training organisation. It was also recommended that training resources should be structured appropriately recognising the different learning styles of sector members. In addition training resources should come as a complete package including Trainer Guides, supplementary training material and tools.
- 6.9.3 Once the purpose and content of each of the documents is determined, the best way to present and distribute it to the relevant stakeholders will emerge, so the first step is to identify and agree on the purpose and content.

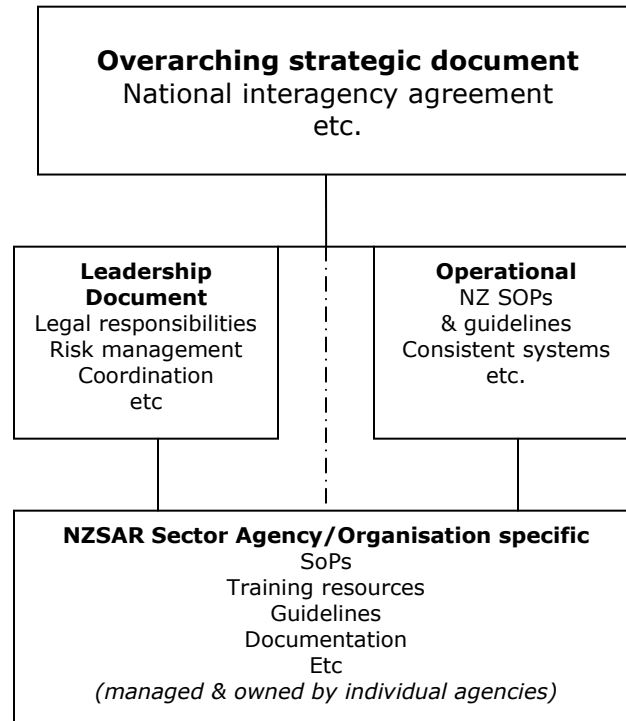
¹ The issue here is that it is perceived that people get saturated with information and the sector can act as a filter, with hard copies being available on the office counter for those that would like a copy.

Although the size of the documents and the audience may vary, it is important that the documents are recognised as a family of NZSAR documents and therefore should have uniform style and presentation.

7. Approach to the Development of the NZSAR Documentation Framework

- 7.1 The NZSAR Council provides strategic leadership and direction to the organisations that make up NZSAR sector. As such the NZSAR Secretariat has a key role to play in facilitating the development of the Documentation Framework to present a common picture for all concerned to support the NZSAR Council's goals and the implementation of the NZSAR Core Curriculum.
- 7.2 The majority of members indicated the first priority is to bring members of the sector together to develop an overarching strategic document that presents the unified approach and a common understanding on the provision of SAR in this Region. A collaborative approach at a senior level is proposed given the nature and the importance of this document. The opportunity for senior agency/organisational representatives to explore, discuss and develop a national interagency agreement will improve understanding and relationships, enhance internal and external communications, promote continuous improvement and improve overall coordination of activity. This process will determine the content of the overarching strategic document drawing on information and examples from both the international and local SAR environment. It is anticipated that the dialogue that occurs through the process will further clarify the high level content and the development of the leadership and operational components of the Documentation Framework (see the diagram on the following page).

The NZSAR Documentation Framework



- 7.3 All of these documents will be developed specifically for the NZSAR environment through a collaborative effort building on what is already known and available, fostering innovation in the operational and technical areas and maximising operational effectiveness. It is envisaged that these documents could be used as primary reference documents for generic training across the sector and within member agencies.

8. Conclusion

- 8.1 Overall members of the sector were very responsive to this study. The majority could see the value in the project and provided information on their SAR documents which has been collated in the Appendix. Most of the members acknowledged that at this point in time there wasn't a coherent, cohesive set of publications written specifically for the NZSAR sector and were in favour of the development of a NZSAR Documentation Framework to address the gaps that they had identified. Suggestions were made by the

members on the content of the documents at all levels (the strategic, leadership and operational level). The immediate priority is, however, to develop the overarching strategic document that presents the unified approach and a common understanding amongst the members of the provision of SAR in this Region. It was anticipated that the process undertaken to develop this key document will further clarify the shape and content of the NZSAR leadership and operational components of the Documentation Framework. These documents are urgently required to support the NZSAR Core Curriculum and enhance the overall efficiency and effectiveness of NZSAR.

9. Recommendations

9.1 It is recommended that the NZSAR Council:

1. **Note** The catalogue of search and rescue publications/documents that were identified by the sector including those under development.
2. **Agree** To adopt the proposed NZSAR Documentation Framework comprising of a family of NZSAR documents at the strategic, leadership and operational level. The family of documents will provide national guidance to NZSAR member agencies/organisations.
3. **Note** That the NZSAR Documentation Framework will not interfere with the activities of individual agencies and organisations who will retain their autonomy and responsibilities within their boundaries for incidents.
4. **Direct** The NZSAR Secretariat to facilitate the development of the NZSAR Documentation Framework that supports CIMS and presents a common picture for all concerned to support the NZSAR Council's goals and the implementation of the NZSAR Core Curriculum.
5. **Agree** The first priority is to develop an overarching strategic document that complements the NZSAR strategic plan in collaboration with the coordinating agencies and members of the sector. The overarching document will present a unified approach and a common understanding of SAR in this Region including national agreement around roles, responsibilities and accountabilities, protocols and standard operating procedure.
6. **Agree** The other elements of the NZSAR Documentation Framework will be developed when the strategic document has been completed as this work will inform the purpose and content of subsequent documents.

Appendix A

A snapshot of existing documentation/publications as identified by members of the NZSAR Sector

New Zealand Search and Rescue Region:

- 5 degrees south of the equator to the South Pole
- Half way to Australia
- Half way to Chile
- Approximately 30 million square kilometres, mainly ocean
- Includes the islands of Tonga, Niue, Samoa, Tokelau, American Samoa, Cooks and Norfolk Island

Amateur Radio Emergency Communications (AREC)	
AREC Manual Version 1.01 19/09/2007	<p>The aim of the AREC is to support LandSAR & other emergency services with the provision of experienced radio communications personnel. AREC help with operators, advice, training, equipment specification & installation.</p> <p>The content of the AREC Manual includes chapters on: An Introduction to AREC, Preparing for an Emergency, Effective Voice Communication, Mapping, Radio Frequency Management in NZ, Civil Defence Communications, Land SAR Communication, Safety, Future trends, Contact Details for AREC Management & Sections, Procedure Words (Pro-Words), Instructions for use of LSAR Radio Equipment,, Frequency Reference, AREC Standard Connectors, AREC Rule, Responsibilities of AREC Officer & Local Documentation.</p>
AREC Welcome to the LandSAR Conference 2008	<p>This sheet contains information on AREC & the names, locations & contact details of their members who provide operational support to LandSAR & offer background advice & support with all the ICT aspects of SAR.</p> <p>AREC also has an up -to-date database of SAR incidents dating back to 1932.</p>
Ambulance NZ	
The Ambulance Managers Plan Ambulance NZ (Under review)	<p>This is the overarching plan, framework & operational detail of how the Ambulance responds to a major incident. This document forms the basis for each Ambulance Service to formulate their own Regional plan that provides the detail they need to respond effectively. The content includes a major incident command flow chart a chart illustrating the connectedness between the NZ Disaster Management Sector including Central Government (Ministry of Civil Defence & Emergency Management (CDEM), Ministry of Health & the Accident Compensation Corporation), 16 CDEM groups, (& Local Authorities), 21 District Health Boards (& their providers) & Ambulance Providers. In addition information is provided on the Ambulance Service Responsibilities, Plans, Activation of a Major Incident Plan (classification of multi-casualty incidents, radio communications etc.), Ambulance Scene Control & Command (including CIMS), Site Role Personnel & Roles, Site Organisation & Media, Resources (lists, external support services/resources, medical hospitals etc.), Service Codes, Triage, Treatment & Transport, Debriefing & a chapter on Measuring & Testing Plans – Review & Document Control. The Appendices include the role & responsibilities of the Officer in Charge of</p>

	Communications, Site Role Checklists, information on Chemical, Biological & Radiological Incidents/Devices, Jerkins & Jackets for Site Personnel & the Use of Triage Labels.
Antarctica NZ	
Antarctic Search & Rescue Instructors Training Manual	<p>This Manual is designed as a practical guide to accompany training for search & rescue in Antarctica. Joint Antarctic Search & Rescue Team (JASART) – Antarctic NZ & US Antarctic Program was founded on the basis of combining professional rescuers from both programmes to provide a technical rescue capability & provide instruction to non-professional rescuers & base staff. It was developed in recognition that there were gaps in the level of training & standards in Antarctic SAR & critical incident management. In 2005 Antarctic NZ initiated a project to redevelop its Incident Management System to bring it in line with best practice response systems, COMNAP guidelines & better integration in responding with other Antarctic programmes & Rescue Coordination Centres worldwide. In 2007 the Australian Antarctic Division joined in with the development of the SAR Training Manual enhancing communications & understanding in rescues across the Antarctic. The manual aims to increase awareness & cooperation in accepted international standards & training , ensures search & rescue activities are aligned with national & international 'best practice' standards & COMNAP guidelines, promotes simple procedures & enables a seamless & coordinated response.</p> <p>The modules include: Callout procedures, Principles of rope rescue, Equipment, Knotcraft, Communications & Roles, Personal Skills & various systems – Anchor, Lowering, Pulley, Belay, Directional & Load. In addition details are provided on Avalanche Search & Rescue, Reflex Tasking, Search Methodology, Tracking & Sign Cutting & Lost Person Behaviour.</p> <p>Specific information is provided on the Incident Management System (including emergency phases, local search & rescue procedures, deep field search & rescue procedures, primary team composition, secondary/winter-over team composition & responsibilities – personnel to be involved & assigned tasks). Descriptions are given on the US Incident Command System (ICS) the Australian Inter-service Incident Management System (AIIMS) based on the US National Interagency Incident Management System (NIIMS), and the Incident Management System adapted for NZ (CIMS). The four components of Emergency Management are listed & the services who are part of IMS illustrated. It is stressed that day-to-day operations of the various agencies will not be impacted by IMS. IMS will have no impact on the identity of individual services, the way they carry out their statutory responsibilities & will not affect the operational aspects of the jobs within each of the services. IMS is a set of rules that define the system for managing incidents of any size & defines the relationship, responsibilities & management rules for organisations involved at an incident. The principles of IMS, the organisational structure & when it is used is outlined. An overview of Incident Management is provided along with the Command structure & responsibilities. The role & responsibilities of the Operations Manager, Planning Manager, Logistics Intel Manager & Finance/Admin Manager are defined. Details are provided on the requirements for the establishment of Incident Management Facilities & Movement Control at an Incident. The levels of Incident Management are defined (Single-agency response, Multi-agency response & Major incident with maximum organisational support). A Changeover checklist is supplied & the components of an Incident Action Plan outlined.</p>
Antarctic Search & Rescue Training Companion (JASART Version)	The companion to the Instructors Manual & mirrors the information provided therein.
Antarctic NZ Incident	This document is based on the original work from Robert J. Koester Field Operations Guide for Search & Rescue published by dbS

<p>Rules</p> <p>How to Deal with an Aircraft Accident Scene</p> <p>How to Report Your Accidents & Incidents <i>(Under revision)</i></p>	<p>Explains how rules are made, petitioning for a Rule exemption, emergency Rules etc.</p> <p>Provides information on the actions to be taken as a witness to or if required to attend an aircraft accident including accident notification & supplies an accident checklist of action & considerations for use in these circumstances. Defines an 'Accident' & CAA's investigation responsibilities, custody & protection of aircraft wreckage, wreckage recovery & salvage, hazardous material, emergency parachute system, coordination with police enquiries, assistance to the coroner, dealing with the media & victim support.</p> <p>Outlines why accidents & incidents should be reported & provides examples. Details who should report, what should be reported & who should be notified, defines incidents & serious incidents & airspace & bird incidents. Provides users with a simple reference guide in the form of a Reporting Quick Guide.</p>
<p>Civil Aviation Industry Association of NZ (Inc)</p>	
<p>Air Rescue/Air Ambulance Standards Manual <i>(Under revision)</i></p> <p><i>Developing operational procedures for helicopters going out on the ice</i></p>	<p>AIA Air rescue/Air Ambulance Division Terms of Reference & Policy. The purpose of this Manual is to promulgate the AIA Air rescue/Air Ambulance Standards. The Standards are defined according to aircraft operation categories, includes minimum listings of role & medical equipment, crewing requirements, prescribes pilot & medical attendant training courses & AIA approved audit procedures to assess operator compliance with the Standards. The Standards do not absolve any operator from CAA airworthiness requirements &/or approvals for any aircraft modifications. Contains Helicopter Search & Rescue Standards</p>
<p>Coastguard New Zealand</p>	
<p>Coastguard NZ CRV Crew Training Syllabus and Logbook</p> <p>Coastguard NZ Search & Rescue Boat Book</p> <p>Coastguard NZ Marine SAR Training Manual Draft Sept 09</p>	<p>This group and some of the courses are managed by Coastguard Boating Education which is a Private Training Establishment accredited with the NZ Qualifications Authority (NZQA).</p> <p>The document provides details on the phases of learning, the support training & modules for each phase & qualification gained at each phase in regard to crewing & mastering rescue vessels (e.g. Induction, Trainee Crew, Operational Crew, Senior Crew & Master), the support training & modules for each phase & the qualification gained at the end of each phase (Trainee Certificate, Operational Certificate, Senior Certificate, Master Certificate & Senior Master Certificate).</p> <p>This manual is intended to be an on board aid for both actual operations & training. The first part covers key aspects of SAROPS & the second part contains templates, tables & checklists. Content includes Rescue (planning, initial actions & recovery of persons, Search (terminology, effects of tide/current, various types of searches e.g. shoreline search & combined aircraft vessel search), Search Pattern templates, On Scene Command (on scene management, assessment & briefings, turning the search pattern), Helicopter Operations (transfers & helicopter landing zones), Towing (e.g. hazards, speed, tidal times & heights), Fire-fighting (general safety rules, standard procedures, types & uses of extinguishers, vessel on fire) & Diver Care & Body Retrieval.</p> <p>Coastguard's involvement in SAR includes activities on the water either at sea, in harbours, rivers or lakes. This training manual provides information on NZ's SAR responsibilities & the role of Coastguard in Marine SAR. The aim is to provide Coastguard personnel with a general overview of marine SAR in NZ. This includes the key organisations involved & the role that Coastguard plays. Marine search & rescue is coordinated by the NZ Police or Maritime NZ (through RCCNZ). Coastguard units can be tasked</p>

<p>Coastguard Boating Education Advanced Skippers Course April 09</p> <p>Coastguard NZ 1 Day Practical Masters Course Tutor Notes</p> <p>Coastguard NZ Guidelines for CoC Master Assessment Draft Feb 09</p> <p>Coastguard NZ Boating Education Samples of written assessments</p> <p>Coastguard NZ Marine SAR Controllers' Manual</p>	<p>by a Regional Office, the Police & RCCNZ. Coastguard unit/Skippers can self-task in a SARP if they are the first to be informed of a distress situation. Categories of SAR incidents explained & a description of the CIMS operational model given accompanied with example scenarios to illustrate CIMS in action.</p> <p>Additional chapters in the manual include information on Personal Safety, Legal Considerations (e.g. Standard Operating Procedures, Accidents & Investigations, Knowledge & training, the Privacy Act, Radio Regulations), SAR Communications (e.g. Radio, Microphone, Distress Signals, Communications with Aircraft, Internal Communication), Towing techniques, Victim recovery, Man Overboard Procedures, Observation & Search Techniques, Working with Aircraft, Emergency Repairs & Damage Control (e.g. Maintenance, Repair Equipment, Basic Engine Repairs), Boat Handling & Heavy Weather (e.g. Small Vessel design, Jet Drive, Stability, Waves, Tide/Current, Guidelines for Heavy Weather) & On Scene Command (e.g. Duties & responsibilities, Management, Multi Vessel Searches).</p> <p>This course is designed to provide Coastguard Skippers with the experience & knowledge to command in more complex or demanding SAR operations. The emphasis is "On Scene Command" (operations involving multiple resources & on night operations). The content includes Victim Recovery/Rescue, Helicopter Operations (e.g. rules for winching, preparing a landing site, safety around helicopters), Coastguard Rescue Vessel (CRV) in Varied Sea States, Fire-fighting (basic generic safety rules, standard fire-fighting procedures, types & uses of extinguishers), Towing, On Scene Command (assessment, briefing, checklists, search templates & tables), Crew Management (includes information on human error, effective communication, challenge & response, authority & assertiveness, management styles & managing workload) & Practical Training (basic guidelines to assist Unit Training Officers & Skippers in practical training).</p> <p>Coastguard Boating education have developed Tutor Notes, Assessment Guidelines & Assessment material for each of their training programmes. The Tutor Notes provide a complete overview of the programme being taught, a detailed outline of the content & the duration of each element of the programme which provides a practical guide for the facilitator to work to.</p> <p>Proposed revised guidelines for the CoC Practical Assessment. Essential components of the assessment are safety & competence. The guidelines refer to the guidelines regarding the content of a CoC Practical Assessment as detailed in the Crew Training Syllabus & Log Book & clarify the criteria by which the candidate will be judged.</p> <p>Confidential documents not to be copied or retained. These assessments are completed under exam conditions, no reference material or visual aid of any sort is available to candidates. The assessment time for the two sample documents is limited to 2 hours.</p> <p>This document defines the Marine SAR Controllers role & responsibilities & the structure & role & responsibilities of the Police in a SAR operation. The categories of SAR operations & the role of RCCNZ are explained. Chapters include Planning & Command (leadership, planning, organising, coordinating & controlling), Marine SAR Plans, Notifications of an Incident, Information Gathering, Appreciation Process, SAR Communication (includes the role of the marine operations centre, equipment, language, logs etc.) SAR Resources (selecting SAR resources & usage of aircraft), Interpreting Natural Phenomena (coastal forecasts, weather, tides), Search Planning, Search Area, Rescue Planning & Delivery, Terminating or Suspending the Operation, Debriefing & provides a checklist to assist with the planning process.</p>
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<p>NZ Coordinated Incident Management System (CIMS) Teamwork in Emergency Management <i>(Under revision)</i></p>	<p>The resource is divided into five sections as follows. Section 1 Introduction to Exercising explains the purpose & benefits of exercising, illustrates the exercise development cycle, provides an overview of CDEM exercising in NZ, identifies the steps in order to conduct a needs assessment, describes the types of exercises & their purpose & characteristics. Section 2 Design the Exercise provides information to assist people to determine the purpose & scope of the exercise, the steps to be followed & the factors to consider. It explains how to establish a planning team, defines exercise roles & responsibilities, timeframes, planning meetings & provides detailed steps & guidance for defining the aim & objectives of the exercise, key performance indicators, developing scenarios through to scheduling the exercise scheduling the event & setting up the exercise. Section 3 Conduct the exercise focuses on exercise briefings & conducting the exercise. Section 4 Evaluates the Exercise & Section 5 provides checklists & templates</p> <p>This resource is the result of a collaborative effort by representatives from a wide range of emergency management organisations. It was developed in recognition of the increasing multi-agency responses to incidents, greater societal expectations in terms of quality incident management and the need to develop a common & coordinated approach to incident management (CIMS). CIMS provides the model for command, control & co-ordination of emergency response. It provides the means of coordinating the efforts of agencies to stabilise an incident & protect life, property & the environment. CIMS can be used for all emergency incidents. The CIMS manual defines NZ's approach to incident management & explains the CIMS system in detail. CIMS aims to build a proactive incident management response system to increase efficiencies through better co-ordination of resources & reduce the risk of overlap & potential confusion at emergencies.</p> <p>The content includes the 4 key components if CIMS (reduction, readiness, response & recovery from emergencies) & identifies when CIMS is used. The CIMS Principles (common terminology, a modular organisation, integrated communications, consolidated incident action plans, manageable span of control, designated incident facilities & comprehensive resource management) are described. Details are provided on the CIMS Organisational Structure which includes an overview on incident management. Roles and responsibilities are provided for the Incident Controller, Planning & Intelligence, Operations and Logistics. The requirements for Incident Facilities are laid out. The 4 Levels of Incident Management is explained (single-agency, multi-agency response, major incident with maximum organisation support, & multi-incident response), the importance of efficient changeover of personnel is highlighted & a checklist is provided.</p> <p>The appendix provides generic standard operating procedure which can be implemented as is or adapted for the particular needs of an organisation (role descriptions, aspects of incident action planning, the use of forms, situation analysis, additional information on changeover of personnel & incident management & changeover plan).</p>
<p>CDEM Response Management Director's Guideline for CDEM Group and Local Controllers (DGL06/08)</p>	<p>The Response Management: Director's Guideline for CDEM Group & Local Controllers (DGL 06/08) supercedes the Controllers Manual, March 2005.</p> <p>This guideline is for use by the CDEM Group & Local Controllers to assist them to perform their statutory roles under the CDEM Act & should be used in conjunction with CDEM Group & local authority requirements. It is intended to be a practical document to support Group and Local Controllers to carry out their roles & responsibilities across the 4 Rs (reduction, readiness, response & recovery). It provides a principled approach to the role of the Controller & offers high level guidance for the role. The guideline provides practical advice, templates & examples to assist the Controller to understand the key powers & functions, build & maintain strong relationships with partner agencies, engage political leaders & critical decision makers, lead an Emergency Operations Centre & co-ordinate operations during an emergency response & effectively transition from response to recovery. The aim of the guideline is to support decision making & action. It may also be of use to those performing similar or associated duties, roles & functions within other agencies.</p>

<p>CDEM Competency Framework Technical Standard (TS 02/09)</p>	<p>The content includes an information on Complying with the CDEM Act 2002, Preparing to Operate as a Controller, (understanding & using the Group Plan, the role of an Emergency Operations Centre (EOC), personal & team readiness & professional development), Relationships with Stakeholders (creating relationships & stakeholder briefings), Directing & Coordinating the Response (an overview on planning & standard operating procedures, the 4 stages of the response process with details for each of the stages e.g. collection of information, creating a situation report (sitrep), developing & implementing the action plan & transitioning to recovery & evaluation etc., other legislation is referenced e.g. the Health & Safety in Employment Act 1992 & the Building Act 2004, & personal & team well-being), Providing Public Education & Public Information (includes methods of public education, communicating key messages & communication channels), Political Interface (identifying & informing officials, managing officials visits during a response) & details the Phases of a Recovery Operation (transitioning to re-establish the quality of life of the community following an emergency, shifts in response to recovery & managing the recovery phase). The Annexes contain templates, forms & checklists & defines the CIMS principles.</p> <p>The CDEM Competency Framework is a strategic framework of key competencies required to successfully perform the functions of CDEM in NZ. It promotes the professionalization of emergency management by recognising the professional & personal development needs of CDEM stakeholders. The framework was developed by a multi-agency reference group using a comprehensive structured process & is relevant to everyone who performs a role in CDEM in NZ (including paid & unpaid personnel at all levels of operation locally, regionally & nationally). The framework supports the responsibility of CDEM Groups for ensuring personnel involved in CDEM are adequately trained & competent. It also supports the development of standards, guidelines & other reference materials & the monitoring of performance of organisations & persons who have statutory responsibilities under the CDEM Act 2002.</p> <p>The CDEM Competency Framework is designed at a high level to enable application across the diverse range of role & organisations involved in CDEM. It comprises 8 areas of competency that consist of the capabilities that represent core elements of CDEM in NZ (Capability Development, Leadership, Relationship Management, Information Management, Risk Management, Planning, Implementation & Communication) & these are explained in detail in the document. A set of key indicators describes each competency according to 3 levels of proficiency (all practitioners, supervisory or experience & advanced expertise or significant leadership) & identifies the relevance of each competency as it relates to a particular role (high, moderate or lower relevance).</p> <p>The Annex provides a summary of the competencies by role showing the measures of relevance & proficiency against all competencies in the 8 key areas.</p> <p>Stage 2 of the CDEM Competency framework is scheduled for completion in July 2010 & involves 2 key activities:</p> <ol style="list-style-type: none"> 1. Functional role mapping – identifying the specific skills, knowledge & attributes required by CDEM roles using the competencies & indicators as a basis for skills-based development 2. Evaluation of education & training – determining the alignment of current programmes, unit standards & qualifications with the Competency framework. Where gaps exist, prioritised development will be undertaken.
<p>Public Information Management Information for the CDEM Sector (IS9/07)</p>	<p>This booklet provides a practical learning & development & working tool to help public information management (PIM) Managers & their teams plan & deliver effective public information in an emergency. The objective of the booklet is to help readers understand the generic roles, functions & tasks of a PIM Manager & their team before, during & after an emergency, identify how this applies to one's own specific CDEM area, identify & address gaps & barriers in existing PIM capability & complete an emergency management public information plan.</p>

<p>CDEM General Rescue Manual, March 2006</p>	<p>The Annex provides useful checklists, templates, worksheets & information on recommended PIM Team Staffing roles & responsibilities</p> <p>The booklet & the templates are available online at www.civildefence.govt.nz by typing 'PIM' into the search box.</p> <p>The General Rescue Manual provides guidelines for standard methods of training for General Rescue techniques in NZ. It is written to accompany the Urban Search & Rescue (USAR) Awareness Student Manual. The manual was developed to support & accompany practical training sessions delivered by suitably qualified trainers. USAR is defined as an integrated multi agency response beyond the capability of normal rescue arrangements to provide initial medical care & removal of entrapped persons from damaged structures or other environments in a safe & expeditious manner.</p> <p>Each chapter states the learning objectives & performance indicators. The content of the chapters includes General Rescue Background information (includes the aim of rescue, functions, personal traits, team composition etc.), Safety in Training Operations (e.g. responsibilities, basic precautions, personal protective equipment, casualty & vehicle safety, hazards, lifting techniques & warning signals), Incident Ground Actions (includes incident management, initial action strategies, rescue in stages, crush injuries, debris clearance, introduction to search & victim marking, disaster victim identification etc.), Ropes (includes types, characteristics, storage & maintenance of ropes, terminology & identification, record systems, climbing tapes, safety, construction, precautions in operations et.), Knots, Ladders (includes construction, inspection, maintenance, erecting & extending, securing, climbing & helping a casualty down a ladder), Managing Casualties (simple triage & rapid treatment (START), stretchers), Stretcher Based Rescue Techniques, Non Stretcher Based rescue Techniques, Improvised Casualty Movement (one & two rescuer techniques), Anchors & Holdfasts (natural, constructed & improvised, precautions in operations etc), Pulley Systems & Lifting (includes terminology, types, characteristics & construction of pulleys, precautions & standard procedures for use & lifting etc.) & Additional General Rescue Equipment (e.g. Karabiners, Generators etc.).</p>
<p>Ministry of Education NZ Ministry of Education Education Outside The Classroom (EOTC) Guideline</p>	<p>A proactive preventive health & safety resource. Designed for boards, principals and teachers to show them ways to provide quality learning experiences that are as safe as possible for students & staff while meeting the legal requirements. They include more information on how to plan, manage & develop as well as the nuts & bolts of compliance. The resource includes an extensive tool-kit for EOTC management to assist schools to keep up with best practice.</p>
<p>NZ Fire Service <i>The NZ Fire Service uses CIMS and draws heavily from the Federal Emergency Management Agency (FEMA) which uses the National Incident Management System (NIMS) which is similar to CIMS.</i></p>	
<p>NZ USAR Awareness Course Student Manual Version 1.2 2002 NZ Fire Service</p>	<p>This document provides an overview of the origins of USAR & the evolution of USAR in NZ. Chapters include information on the USAR Tier System, SAR NZ Task Force (structure & capability), Orange Card Information (certification to function as a first responder to a structural collapse incident), Support Services & resources, Response Team Composition, Personal Protective Equipment, Helmet Coding System, Health & Hygiene, CIMS Overview, Initial Action Strategies, Identifies 6 major hazards, Safe Working Practices, Confined Space Operations, Occupancy Interviews, Construction Methods & Hazards, Collapse Patterns, Secondary Collapse Indications, Structural Identification Systems, FEMA Structure Hazard Evaluation, Collapse Plan Phases, Warning Signals, Search & Victim Marking System, Rubble Crawl, Line & Hail Search & Stretcher Walk. Additional information is provided in relation to operational briefings & team work.</p>
<p>National Certificate in</p>	<p>Qualification for people in the emergency management response industry who have a role in responding to, or providing support</p>

<p>USAR – Operations (Level 3) FRSITO & NZQA 2010 SSB Code 101902</p>	<p>at structural collapse incidents as part of the national urban SAR system, either in a paid or voluntary capacity.</p> <p>The qualification covers a range of knowledge & skills as required by the United Nations International SAR Advisory Group (INSARAG) Guidelines & the Urban SAR Steering Committee NZ.</p> <p>The qualification has strands in Canine Search Specialist, Response Leader, Response Medic, Rope Operations, Technician & Training. Additional strands are planned for development in the future including; Communications, Hazardous Materials, Planning, Logistics, Medical Specialist & Engineering. Unit standards in the elective section allow candidates to choose standards relevant to their vocation & provide flexibility to their qualification.</p>
<p>NZ Mountain Safety Council (MSC)</p>	
<p>NZ Mountain Safety Council www.mountainsafety.org.nz</p> <p>National Incident Database</p> <p>NZ Mountain Safety Council (NZMC) Research Programme 2009 Outdoor Recreation Participation & Incidents in NZ Annie Dignan & Gordon Cessford</p>	<p>MSC is a national organisation promoting safety in outdoor activities. The MSC facilitates the setting of standards, offer training, distribute resources & advocate publicly so that more people can discover & enjoy NZ’s outdoors safely. As part of its role the MSC facilitates outdoor related research & develop standards for outdoor safety as one its 4 key goals. The purpose of this research goal is to be able to better understand the social and physical environment that the MSC exists within in order to make informed decisions that benefit the outdoor sector & environment.</p> <p>MSC also offers a range research publications & training programmes.</p> <p>The National Incident Database Project was initiated by MSC after discussions arising from the Risk 2002 Conference & with Rick Curtis of OutdoorSafety.org. This database is designed for use by those involved in outdoor activities - people & organisations involved in self propelled outdoor pursuit/outdoor adventure activities such as; kayaking, rafting, biking, tramping, trail running, caving, skiing, climbing, sailing, paragliding, diving, etc., as well as motorised adventure activities such as quad biking & jet skiing. These people/organisations could be commercial, educational, not for profit, or informal groups & individuals recreating in the outdoors or any combination of the above.</p> <p>This scoping project was a joint partnership between the NZMZ & NZSAR with additional support from Skills Active. The report summarises the state of the knowledge in NZ on participation levels & trends for a range of outdoor recreation activities. It relates these to information on SAR incident & ACC injury claims to identify any features & patterns of incidents occurring in outdoor recreation. This baseline scoping study addressed topics areas not previously addressed. As such it identified many information points, information gaps & key research & information questions. The data sources for this study include academic articles, governmental & non-governmental reports & club & organization membership information. This information is placed in a context of NZ’s population & considers the impact of population projections such as age groups & a changing ethnic makeup.</p>
<p>NZ Police</p>	
<p>NZ Police Search & Rescue Operations</p>	<p>This document is part of the NZ Police Standard Operating Procedures and provides information & standard operating procedures for police personnel in relation to SAR. An overview of the organisational structure & process in NZ in relation to SAR is given which includes the purpose & function of the NZSAR Council, identifies NZ Police & the RCCNZ as the recognised coordinating authorities & defines a SAR operation & explains the responsibilities of the agencies for categories 1 & 2 SAROP. Responsibilities for the District Commander, SAR Incident Controller, Planning/Intelligence Manager, Operations Manager, Logistics Manager, Police Liaison Officer for an alpine & cliff rescue team, Rescue Controller, Police Liaison Officer at the RCCNZ & RCCNZ SAR</p>

	<p>Mission Coordinator (SARMC/Incident controller) are provided.</p> <p>General procedures are documented for Police personnel to follow for land & marine operations from when the initial call for help is received. Instructions are provided on how to conduct a search in the bush and open country and makes reference to cave and high angle rescues. Instructions are provided on actions to taken for marine operations and communication with RCCNZ in relation to marine SAR information provided on referring a Category II operation. Standard operating procedures for Flare Sightings, Mayday Calls, Vessels Reported Overdue, Marine Towing, Medical Evaluation, and Decompression Sickness are documented. Details are provided on the support services who work in conjunction with the Police in search and rescue situations (Air Search Advisors, Alpine & Cliff Rescue Teams, Amateur Radio Emergency Corps (AREC), Cave Rescue Personnel, Civilian Aircraft Operators, Dept of Conservation, search & rescue dogs, Global Marine Distress & Safety System, Land Information NZ, NZ Defence Force, LandSAR NZ, NZ Meteorological Service, Royal Coastguard NZ Federation, Surf Life Saving NZ & Volunteers).</p> <p>Other sections of the document include information on Communication (Radios, sources for radio equipment, VHF marine handheld radios, custody & maintenance of radio equipment), Communications Procedures, Land/Marine Transport, Air Transport, Equipment (SAR stores & Civilian Equipment), Rations, Administration (SAR committees, SAR Advisers, Police SAR Squads, Personal Equipment), Training (SAR Squad Training, SAR exercises, Debriefing etc.) and Reports & Forms.</p> <p>NZ Police use the CIMS model for Search and Rescue and have a joint library of resources with LandSAR, held by Police which includes:</p> <ul style="list-style-type: none"> • CDEM Exercises, Director's Guideline for Civil Defence Emergency Management Groups (DGL 010/09) • The Handbook for Managing Land Search Operations by Robert "Skip" Stoffel • Lost Person Behaviour, A Search & Rescue Guide on Where to Look - for Land, Air and Water by Robert J Koester • Manual 4 Land Search Operations, second edition, edited & published by Emergency Management Australia
<p>NZ Police Marine Search & Rescue Management Manual</p>	
<p>The NZ Search & Rescue Council (NZSAR)</p>	
<p>NZSAR Annual Report 2008/2009</p> <p>NZSAR The NZ Search & Rescue Plan 2009-2014</p>	<p>The NZSAR Council provides strategic leadership & direction to the organisations that make up NZ's Search & Rescue (SAR) sector. The aim is to ensure effective national level coordination & leadership between all of the organisations that are involved in SAR. NZSAR focuses its energy on activities that support the achievement of the goals identified in NZSAR's five-year Plan. The report informs readers on who the SAR sector is, what it does & where this work is done & provides useful statistics on trained SAR people, activities, incidents & Maritime, Land & Aviation SAR assets. The document captures & illustrates the complexity & diversity of the SAR sector in NZ & shows the linkages between the various agencies players. In addition the NZSAR Training Framework & the success of the 406 Beacon Campaign is explained & information on the SAR awards & government expenditure is provided along with details of the NZSAR Plan 2009-2014 & governance structure.</p> <p>This plan states the purpose, vision, values & parameters of the NZSAR Council & provides an illustration of the NZSAR governance structure. The document outlines the scope of the SAR sector in NZ, identifies those who benefit from their services & provides information of nature & extent of NZ's SAR region. Information is summarised on the complexity, characteristics & issues facing the SAR sector & the NZSAR Council's 5 key goals identified as 1) To enhance the effectiveness & efficiency of NZ's</p>

<p>NZSAR Improving Search & Rescue Outcomes in NZ A Core Curriculum for Interagency Training Focusing on Search & Rescue Incident Management Nov 2009</p> <p>NZSAR LINK Newsletter</p>	<p>SAR sector, 2) To achieve a culture of "one SAR body", 3) To promote continuous improvement, 4) To maximise the potential of SAR people & 5) to support SAR preventative strategies.</p> <p>The NZSAR core curriculum is intended to be a platform for interagency training focusing on SAR incident management & was the result of a review of training across the SAR sector. The Training Framework was developed by a working group of experienced SAR practitioners on behalf of the SAR community & reflects SAR's relationship with the wider Emergency Management (EM) sector. The report identified 18 Core Curriculum Topics that relate to 8 Emergency Management Competency areas (Relationship Development, Information Management, Risk Management, Planning, Implementation, Communication, Capability Development & Leadership). The 18 topics are generic to the SAR sector providing a platform of activities to promote consistency in SAR organisations with regard to interagency training. It is intended that the curriculum will be flexible enough to enable customisation while retaining consistency across the sector. In addition a list of key courses provided by the sector are identified & mapped against the 18 topics in the core curriculum.</p> <p>Part 2 of the report provides information on how the core curriculum can be used & proposes the steps to be taken to implement the Framework</p> <p>This newsletter provides members of the SAR sector with up to date & regular information on sector plans, activities, statistics, recent & forthcoming training events, statistics, publication & useful website links and provides a means of connecting members of the sector with one another throughout NZ.</p>
<p>NZ Urban Search & Rescue (USAR)</p>	
<p>NZ Urban Search & Rescue The Future of NZ USAR NZ Fire Service & Ministry of Civil Defence & Emergency Management Feb 2008</p>	<p>In late 2008 the Director, Ministry of Civil Defence Emergency Management (MCDEM) & the National Commander, NZ Fire Service (NZFS) made the decision to move USAR on to a more formal business as usual footing. This document details the findings of a review conducted by a working group tasked to determine what the business as usual situation should look like. Sections of the report provide the Introduction, USAR History, Strategic Context, Current National USAR Capability, Current National USAR Management Framework (& proposed functions of the National USAR Advisory Board (NUSARAB) roles & responsibilities of MCDEM & NZFS & proposed tactical approach & operational levels), the proposed approach for NZ Response Teams, Training & Exercising (current situation & proposed approach), USAR Training Standards (current & proposed approach) & the USAR Website (current & proposed approach). Section 10 provides a summary of the recommendations approved by the National Commander NZFS & the Director MCDEM</p>
<p>Rescue Coordination Centre NZ (RCCNZ)</p>	
<p>International Aeronautical & Marine Search & Rescue (IAMSAR) Manuals</p>	<p>The Rescue Coordination Centre (RCCNZ) is a member of the International Civil Aviation Organisation (ICAO). This United National body sets the standard for aviation practice (since 1944 Chicago Convention). NZ is one of the 196 countries who have signed up & have agreed to follow international practice in search & rescue.</p> <p>The International Maritime Organisation (IMO) is the United Nations body for Maritime Search & Rescue. NZ is a member of this organisation & as such is obliged to follow international best practice with regard to safety of life at sea (SOLAS) with vessel over 500 tons.</p> <p>The RCCNZ provides a unified approach to search & rescue operations that are not land based by applying both the IMO & ICAO standards. The RCCNZ provides intensive training (22 weeks duration). The International Aeronautical Organisation (IMO) & International Maritime Organisation (IMO) jointly published the International Aeronautical & Marine Search & Rescue (IMASAR)</p>

<p>Vol 1. Organisation & Management</p> <p>Vol 2. Mission Coordination</p> <p>Vol 3. Mobile Facilities</p> <p>International Civil Aviation Organization (ICAO) Annex 12 Search & Rescue 7th Edition July 2001</p> <p>ICAO Annex 12 Search & Rescue 8th Edition July 2004</p> <p>ICAO Annex 15 Aeronautical Information Services 12th Edition July 2004</p> <p>Admiralty List of Radio Signals Vol 5 2009/10</p>	<p>Manuals Vol 1, 2 & 3 which form the basis of the RCCNZ training programme. However a range of publications are from ICAO, Admiralty and Land Information Hydrographic Services are also used. The primary purpose of Vols. 1, 2 & 3 is to assist States in meeting their own search & rescue needs & the obligations they accepted under the Convention on International Civil Aviation, the International Convention on Maritime Search & Rescue & the International Convention for the Safety of Life at Sea. These volumes provide guidelines for a common aviation & maritime approach to organising & providing SAR services and consider their SAR services to be part of a global system.</p> <p>Chapters include information on the General System Concept (the SAR concept & what is involved in providing these services – examined from a global, regional & national perspective), System Components, Training, Qualification, Certification & Exercises, Communications, System Management, Improving Services</p> <p>This publication is designed to assist those who plan & coordinate SAR operations & exercises. Chapters focus on the SAR system, Communications, Awareness & Initial Action, Search Planning & Evaluation Concepts, Search Techniques & Operations, Rescue Planning & Organisation & Emergency Assistance other than SAR.</p> <p>This resource is intended to be carried aboard rescue units, aircraft & vessels to help with performance of a search, rescue, or on-scene coordinator function & with aspects of SAR that pertain to their own emergencies. It consists of 4 Chapters – an Overview (responsibilities & obligations to assist, the national & regional SAR organisation, ship reporting systems), Rendering Assistance (vessel & aircraft assisting, search & rescue function), On-Scene Co-ordination & On-Board Emergencies</p> <p>International Standards & Recommended Practices. Includes Definitions, Organization (establishment & provision of search & rescue services, communication & equipment), Cooperation (between States & with other services), Preparatory measures (information requirements, operation planning, preparatory procedures, training & removal of wreckage), Operating procedures & Search & Rescue Signals.</p> <p>Amendment 18 Preparatory Measures</p> <p>The Aeronautical Information Service aims to provide the information required for the safety, regularity & efficiency of international air navigation. This documents sets out the responsibilities & functions (e.g. Each contracting State is to provide an aeronautical information service, provide a joint service with one or more Contracting States & provide the service via a non-governmental agency) & the requirements for a quality assurance system.</p> <p>Provides an introduction to & operational procedures for the Global Maritime Distress & Safety System (GMDSS), Communications systems for use in the Global System (e.g. terrestrial & satellite communications, ship-to-ship distress alerting, search & rescue (SAR) coordinating communications, Cospas-Sarat System), safety of life at sea (SOLAS) Regulations (6-18), Distress Communications & False Alerts, Operational Procedures for the use of DSC Equipment in the Maritime Mobile Service,</p>
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<p>Admiralty Sailing Directions NZ Pilot 16th Edition 2004</p> <p>Admiralty Symbols & Abbreviations used on Admiralty Paper Charts Chart 5011 Edition 4, Oct 2008</p> <p>Information Hydrographic Services NZ Nautical Almanac 2008/9 Edition</p>	<p>Search & Rescue Radar Transponder, Extracts from the ITU Radio Regulations 2008, the management of VHF, Inmarsat information & access codes, Maritime Safety Information (MSI) under the GMDSS, SafetyNET – the system, NAVTEX & Distress & Rescue</p> <p>This document contains navigation regulations (e.g. navigational dangers & hazards, traffic & operations, charts, pilotage, radio facilities, International Regulations, NZ Regulations, signals & maritime search & rescue), information on countries & ports, & information on maritime conditions (e.g. maritime topography, currents, tides & tidal streams, sea characteristics, climate & weather & meteorological conversion tables & scales). Chapters 2-11 provide information on each of the coastal areas around NZ & the outlying islands.</p> <p>Includes Topography (e.g. natural features, landmarks, ports) Hydrography (e.g. tides & currents, depths, rocks, wrecks, obstructions, tracks, routes) & Navigation Aids & Services (e.g. lights, buoys beacons, fog signals, radar, radio, satellite navigation systems, leisure craft facilities).</p> <p>Includes Notices to mariners, Astronomical & Tidal information, Standard times & International date line & maritime contacts.</p>
<p>Search & Rescue Institute NZ (SARINZ)</p>	
<p>SARINZ Incident Management Guidelines</p> <p>SARINZ Initial Response Guidelines (Draft)</p> <p>SARINZ Project Report 2009 Antarctic NZ Incident Command (ICP) Tools & Resources Project</p> <p>SARINZ Action Oriented Team Leadership Prime Reference Guide</p>	<p>Explains the functional roles & responsibilities for managers & practitioners for land SAR in NZ using CIMS. The content includes Incident Management (ideals, CIMS principles & SAR incident functions), Incident Control (roles & responsibilities), Planning & Intelligence Section (roles & responsibilities), Operations Section (roles & responsibilities), Logistics Section (roles & responsibilities) & Facilities Unit (roles & responsibilities).</p> <p>A check sheet of suggested actions to take during a typical land search operation during the Initial Response Period. Provides a list of the actions required and a summary of the details.</p> <p>This report provides a summary & briefly describes the incident management tools & resources developed for Antarctica NZ with guidelines on their use. The tools & resources include Initial Response Folders, Incident Management Organisers, Team Tasking Sheet, Message Form & Options Analysis Form, Missing Person(s) Initial report, Search Urgency Assessment, Comparative Timelines.</p> <p>The report also makes recommendations regarding the establishment of Incident Command Points at Scott base & Christchurch</p> <p>This publication is designed to give student & instructors a reference manual to assist them in the conduct of the Action Orientated Team Leaders Course. The manual is divided in 10 Parts & includes an analysis of leadership with an emphasis on an action orientated environment, human behaviour, team morale, discipline, problem solving & decision making, functional leadership, communication (communication process, listening & speaking), briefing & debriefing, effective leadership styles,</p>

<p>SARINZ Toolman - 4.1</p> <p>SARINZ Courses</p>	<p>leading a team, conflict resolution & critical incident stress.</p> <p>Online tools (<i>limited access</i>)</p> <p>Rope Rescue - 1) Foundation Rope Rescue 2) Personal Rope Skills 3) Vertical Rope Rescue 4) Slope Lowering 5) Advanced Rope Rescue</p> <p>Swiftwater Rescue – Swiftwater Personal Skills</p> <p>Avalanche Rescue – Avalanche Rescue Skills</p> <p>Helicopter Rescue – 10 Helicopter Safety 2) helicopter Rescue</p> <p>Documents to accompany the courses include: Introductory Workshop, Workshop Workbook, Course Manual & Post Workshop Workbook</p>
<p>Sport & Recreation NZ</p>	
<p>SPARC Outdoor Activities, Guidelines for Leaders</p>	<p>An injury prevention guideline. This document outlines the competencies & responsibilities of leaders & assistance leaders when leading outdoor activities. Topics include Risk Identification, Environment Management, Emergency Planning, Judging the Quality of Outdoor Providers & lists organisations that can help.</p>
<p>Surf Life Saving NZ</p>	
<p>Member Education Framework</p>	<p>Adopts a set of common principles for Surf Life Saving NZ. Provides a common philosophy for education & training & member/role centric framework communicating clear training needs. Consolidates existing training & assessment content & practices. Further training & assessment needs identified.</p> <p>Roles identified: Surf Lifeguard, Official, Coach, Instructor/examiner</p> <p>Identifies 11 Areas of competence:</p> <ol style="list-style-type: none"> 1 Emergency care 2 Planning 3 Risk Mgmt 4 Crisis Mgmt 5 Communication 6 Working in a team 7 Decision making 8 Leadership 9 Operating & interacting in the Physical environment 10 Roles & responsibilities 11 Technical skills & underpinning knowledge <p>Levels of competence in each of the 11 areas determined for each of the 4 roles. Identifies generic skills e.g. communication &</p>

<p>SLSNZ Leadership Strategy</p>	<p>leadership. Suggests prioritisation of training e.g. operational roles before support roles. The intent is to streamline the investment in and standard of training delivery minimising the duplication of effort. The training & assessment of the future will include existing unit standards where practicable. The document describes qualifications & provides working definitions e.g. modules, units, assessment, recognition of prior learning & moderation.</p> <p>Describes philosophy & objectives. Provides leadership competency framework in a holistic sense Recruitment, Learning & Development, Performance Management, & Succession Planning. Elements of delivery framework identified, roles determined to support implementation & framework for implementation outlined.</p> <p>Identifies & describes 8 competency themes: 1 Integrity 2 Self management 3 Relationship building 4 Reaching excellence 5 Developing others 6 Future focus 7 Decision making 8 Leading change</p> <p>Levels of competence in each of the 8 areas determined for each of 4 levels of leadership. Takes a long-term view & delineates the balance between strategic and delivery.</p>
<p>Surf Lifeguard Training Manual</p>	<p>Describes a strategic approach to drowning prevention. Focuses on five core areas of training.</p> <ol style="list-style-type: none"> 1. Prepare – general information for members on measures they can take/put in place to reduce risks associated with surf lifesaving. 2. Respect for the physical environment – waves, tides, rips & holes, beach types. 3. Prevent – information to proactively prevent drowning & injury – A) roles & responsibilities of Surf Lifeguards (includes Patrol Methods- Public relations, Crowd control, Incident management, Reports, Definitions, Patrol audits, Using rescue vehicles, Emergency Services, Patrolling roles, Search & Rescue operations – missing persons on the beach, & other aspects to the role e.g. increasing awareness & education and partnership & relationships with other organisations. B) Knowledge & skills for effective communication – Verbal, radio communication, emergency procedures, Non-verbal – signals, Graphic communication – signs & flags. Skills for effective communication & barriers to effective communication outlined along with listening skills. 4. Respond – details rescue equipment & outlines the skills & knowledge required to respond to rescue situations 5. Perform – Information covers basic first aid & CPR & more advanced techniques of oxygen integration & defibrillation
<p>Surf Lifeguard Award Handbook</p> <p>SLSNZ National Lifeguard School 2009 Manual</p>	<p>A practical workbook designed to help members prepare for their Surf Lifeguard Award examination</p> <p>Provides information on the purpose of National Lifeguard Schools, the role of an Advanced Lifeguard & areas of learning – stages of drowning, scanning techniques, leadership (building rapport, motivating others & team leadership), crisis management (the terms 'crisis' & 'rescue' are defined' & information provided on the emotional & physiological responses associated with a</p>

<p>Search & Rescue (power-point presentation)</p> <p>Inflatable Rescue Boat (IRB) Training Manual</p>	<p>crisis. Strategies for managing a crisis outlined.</p> <p>Information is presented on the Coordinated Incident Management System (CIMS) the model for command, control & coordination of an emergency response which is to be used when patrol operations extend beyond normal operations & other agencies are likely to be involved (e.g. search & rescue even simple beach searches). The four major components of C.I.M.S. are outlined (Control, Planning/Intelligence, Operations & Logistics) & some terminology is defined. Information on Search & Rescue Operations (S.A.R.Ops) as they relate to lifeguard operations throughout NZ. The information is provided to standardise search operations & supply some guidelines for lifeguards who may interact with police undergoing search & rescue. The organisation of search & rescue by the police is outlined & the types of operation the three types of search operation are classified (Class 1 – coordinated & carried out by the police alone, Class 2 – managed by the police & assisted by others, Class 3 – an operation for missing/distressed ships beyond the harbour/coastal limits, or aircraft coordinated from the NZCC). Lifeguard duties & responsibilities & the role of Surf Lifeguards, Police Communications Centre, Police Search Controller & others involved in a search & rescue operation are laid out. Search procedures/methods are explained. The use of helicopters in search operations is outlined.</p> <p>Provides a detailed overview of a marine search & rescue (SAR). Covers trends in searches, search patterns & search techniques, command & control, surf SAR operations, incident management terms & procedures, typical behaviour of missing persons, operation considerations & safety & land searches & searching as a member of a SAR team.</p> <p>Step by step learning & assessment in the management and use of IRB</p>
<p>Tai Poutini Polytechnic</p>	
<p>Tai Poutini Polytechnic Search & Rescue</p>	<p>This booklet explains the partnership between Tai Poutini Polytechnic & SARINZ who in collaboration with others in the SAR Industry provide SAR training & assessment towards recognition of qualifications in SAR in NZ. This content advises readers on the Enrolment Process, Qualification Structure & provides an overview of the specific training courses & unit standards that can be achieved through the assessment process. Courses included Track & Clue Awareness, Tracking, Search Methods, Suburban Search, Clue Processing, Personal Rope Skills, Foundation Rope Skills, Foundation Rope Rescue, Vertical Rope Rescue, Slope Lowering, Helicopter Rescue, Avalanche Rescue, Advanced Rescue Skills, SAR First Aid, Swift Water Personal-Rescue-Specialist Response Skills, Lead Swift Water SAR, Leadership Skills for SAR, Management of Land Search Operations (MLSO), Mapping in SAR, Incident & Group Management, CIMS for SAR, Incident Controller, 4 Wheel Drive, Lost Subject Behaviour Alzheimer- Suicides, Specialist Search Management.</p>
<p>Books</p> <p><i>Originally not part of the project brief, however the following books are used as a core resource used for training</i></p>	
<p>Alpine Rescue Techniques Grant Prattley published in conjunction with LandSAR (NZ) & the Mountain Safety Council</p>	<p>A technical rescue manual covering vertical rope rescue & rigging principles advertised as relevant for beginners & professionals operating in steep & vertical alpine terrain (as well as cliffs & caves). Focuses primarily on rope rescue techniques & principles, this edition reflects the changing nature of alpine rescue (& other vertical terrain). Rewritten chapters from the previous edition include Avalanche SAR & First Aid with new chapters on Incident Management & Helicopter Rescue.</p>

<p>Lost Person Behaviour A Search & Rescue Guide on Where to Look – for Land, Air and Water By Robert J. Koester, Virginia, USA, 2008</p>	<p>The purpose of this book is to help searchers look in the right places to find lost persons faster. It presents some of the most up-to-date information available & is based upon thousands of real cases. It is intended to inform search & rescue efforts & includes information helpful to all those involved in land, aeronautical & maritime SAR.</p> <p>The content includes and explanation and examples of lost person behaviour and a brief history of lost person behaviour research. Other chapters provide detailed information, examples, check-sheets & questionnaires on the International Search & Rescue Incident Database (ISRID), Limitations of ISRID Statistics (e.g. decision points, terrain analysis etc), Overall ISRID Findings (examining lost person behaviour with regard to population density, group behaviour, search scenarios, search times etc), Lost Person Strategies (a variety of methods lost people will use to re-orient themselves) Lost Person Myths & legends, ISRID Tables Explained (this Chapter explains how each table is derived for each subject category), Subject Categories (e.g. Abduction, Aircraft, Camper, Caver, Child (various ages), Climber, Mental Illness, Runner, Snowmobiler, Substance Abuse, Water-Related), & Determining Probability of Area. The Appendix includes a section on cell phone location systems & acknowledges contributors including those from Australia & NZ.</p>
<p>The Fundamentals of Man Tracking Albert Taylor & Donald C. Cooper 2nd Edition, 1993</p>	<p>Tracking in Perspective, History of Tracking, When and Where to Use Tracking, Sign Cutting Stick and the Step-By-Step Method, Labeling Tracks, Sign Cutting, Track Aging & Handling Evidence</p>
<p>The Handbook for Managing Land Search Operations by Robert "Skip" Stoffel. Published by Emergency Response International Inc, USA, 2001</p>	<p>The author notes that this handbook is not a complete instructional handbook for search management or missing person response. It is not meant to replace practical training or actual experience. It is designed as a practical guide & quick reference for managing a search during actual operations & assist with planning & learning for those with some experience in SAR.</p> <p>Chapters include information & sample templates, charts & questionnaires for Essentials for Search Management, the role & responsibilities of The Search Manager (includes common mistakes search managers make & expectations of managers from SAR volunteers), SAR Vulnerability, Assessment & Preplanning, SAR Resources (e.g. categorising & evaluating SAR resources by the types of strategy/tactic capabilities of those involved & by the type of SAR environment, The First Notice & Determining Urgency (e.g. common steps to take, evaluation of the problem, determining urgency), Initial Response & the Search Management Process (the 6 step process), Planning & Searching Data, Interviewing & Investigation (includes the general principles, interview traps, priority of investigation), Callout (e.g. searchers, & aircraft, logistics, communications), Organisational Structure for Land Search Operations (includes the importance of good search organisation, eight critical components of an effective search management systems, eight priority elements for on-scene direction & control in search, roles & responsibilities of functional management positions & the steps for organising an incident), Lost Person Behaviour (includes general aspects, lost adults/children, factors affecting search strategy, general categories of lost persons – subject behaviour, search detectability, subject survivability & probability zones), Application of 'Search Theory' to Lost Person Incidents (includes but no limited to quantification, statistical concepts & terms, probability theory, four methods of establishing the search area, theoretical search area calculations, use of statistical data, physical clues, deductive reasoning, scenario analysis), In-Scene Planning (operational planning – 15 step sequence of planning effort, the search management process), Applying SAR Resources (initial tactics, accessing appropriate resources, confinement methods, examples of strategies & tactics in applying SAR resources, committing resources to the field, detection mode/active procedures, three types of search techniques, tracking, search & rescue dogs, use of aircraft & aircraft procedures & general principles of applying SAR resources), Briefing & Debriefing, Documentation, Search Base Operations (facilities), Managing External Influences (family, friends & relatives, media – the general principles, guidelines when being interviewed etc.), Rescue & Recovery (Sic step incident response process, planning, limiting factors & environments), Suspending the Search (includes factors to evaluate), Demobilization & Post Mission (plans, legal considerations, post mission critique), Legal Issues & Searching in the Urban Environment.</p>

<p>NZ Marine Radio Handbook By John Allen</p>	<p>This book is recommended by Coastguard Boating Education & has been written with the mariner in mind. Anyone with a marine radio around the coast can see what services are available in that vicinity, the correct frequencies to use & when the service is provided and indicates what area are likely to be blocked out by high terrain. The book is a comprehensive guide to maritime radio stations covering NZ coastline & lakes, & NZ-based stations that broadcast to the South Pacific. The content includes an Introduction to Marine Radio (including the radio spectrum, VHF & HF-MF marine radio, calling procedures international letter & flag codes, emergency beacons, commercial satellite services, qualifications & licensing requirements), Weather Information (forecasts & warnings, beaufort wind force scale, NZ weather forecast areas, Metphone, MetFax, Weatherfax & weather websites), Marine Radio Stations (maritime, ports, marinas, Coastguard & private radio stations in each of the regions & amateur radio nets) & Distress, Urgency & Safety Calling (preparing to make a distress/urgency call, Mayday, Pan Pan & Securite</p>
<p>Urban Search: Managing Missing Persons in the Urban Environment Christopher S. Young, John Wehbring & Emily Koester</p>	<p>A guide to urban search. It compares factors of an urban/suburban incident with wilderness search, including preplanning, search management, special investigation considerations, use of resources, and documentation. The content includes how to: Understand the urban environment-residential, retail, business, industrial and/or recreational-and develop preplans accordingly, Conduct thorough investigations and interviewing-including training search personnel in door-to-door canvassing, Develop an accurate profile of the missing person using new urban specific data from the International Search & Rescue Incident Database (ISRID), Use investigation information and scenario analysis to prevent wasted effort on a non-search, take advantage of the media, Consider the missing person's use of public transportation, Train dogs and ground teams to be effective in the urban environment by identifying problems and safety hazards they may encounter, Manage and evaluate documentation and clue management and the importance of calling in mutual aid resources early.</p>
<p>Overseas Agencies & Publications</p>	
<p>Australian National Land Search Operations Version 1 2008</p>	<p>The purpose of this manual is to provide a comprehensive reference source for Authorities that have the responsibility for conducting land search & rescue operations within Australia. The manual was developed by a National Working Party representative of Police State/Territory Emergency Services, The Australian Defence Force & the Australian Maritime Safety Authority & was sponsored by the Maritime Safety Authority.</p> <p>Chapters include information on the SAR System (the global SAR organisation & arrangements, national & regional SAR system & organisation, Military SAR, other organisations including volunteers & roles & responsibilities etc.), Communications, Awareness & Initial Action (Land SAR stages & phases (uncertainty, alert, distress, information phases & factors e.g. weather, environmental etc. & associated behavioural characteristics, use of aircraft, all terrain vehicles, motor bikes, dogs, boats, divers, volunteers etc.), Search Planning & Evaluation (phases, planning principles, scenario-based assessment, factors of lost person behaviour, search methods, medical conditions & survivability & dangerous animals), Search Techniques & Operations – Land (land, marine, & air assets, search planning, land SAR strategies, fast, reconnaissance & general search methods, terrain & conditions, visual horizon, probability of detection, night searching, safety of search teams search patterns, global positioning systems, clues, search time calculation, briefings, orders & administration), Rescue Planning & Operations (includes general information, medical assistance, crashed aircraft & vehicles, accidents & injuries to rescue personnel, health hazards, use of helicopters, civil SAR equipment & training safety), Conclusion of SAR Operations (includes search suspension, debriefs, case studies & performance improvement), Training & Exercises (requirements, training packages, the National SAR School, State/Territory SAR Authority training, SAR exercises & an assortment of SAR training topics e.g. map reading & navigation, team skills & observation skills).</p> <p>The Appendices provide statistics & a series of tools, tables, forms, worksheets etc. & a copy of the Inter-Governmental Agreement on National SAR Response Arrangements in Australia</p>
<p>Australian Emergency</p>	<p>Designed to provide a common doctrine & basis of operations & training for all agencies involved in land search & rescue</p>

<p>Manual Series Part IV Skills for Emergency Services Personnel Manual 4 Land Search Operations, second edition 1997</p>	<p>throughout Australia sponsored by Emergency Management Australia. Information in this manual was drawn from documents provided by various states & territories & adapted to reflect a national strategy.</p> <p>The content of the chapters include The Principles of Land Search (includes general information, information classifications, communications & use of trained personnel), Search Organisation (person responsible, phases, search & field HQ functions & responsibilities, organisation, support base, communications staff requirements & duties), Information Gathering (includes forms/templates), Search Appreciations, Search Planning & Assessments (general information, time-frame for survival factors, , time-scale & search area), Orders, Briefings & Debriefings, Search Recall & Stand-Down, Search Communications & Radio Employment (communications, forward/rear net, characteristics of radios, ground to air communications, radio schedules/equipment & other methods of communication), Search Techniques (reconnaissance, general search, contact search stage, night searching, action on locating the missing person(s), search team formations, vehicle search formations), Resources (human, physical – aircraft, vehicles etc..), Safety (operational safety, team vehicles, accidents & training safety), Search Training (individual skills e.g. map reading, radio operation, first aid, night/day observation skills, search controllers), Clue Recognition & Interpretation & Land Search in Urban Areas).</p>
<p>Royal National Lifeboat Institution's (RNLI) Guide to Slipway Safety Signs & Symbols</p> <p>Royal National Lifeboat Institution (RNLI) A Guide to Coastal Rescue Equipment 2007</p>	<p>Almost one third of the RNLI's rescue statistics in 2007 were in relation to small powered craft that launch from slipways. The RLNI produced this guide with the aim of setting a standard for the design & content of slipway signs to enable owners/operators to set up effective & consistent sign systems. This will lead to safer waters & allow slipway owner/operators to discharge their obligations for the safety of the public using their facilities. Following extensive trials of several signs & designs public slipway signs have been developed that are informative, educational & easy to read & understand. Using the guide & the templates provided slipway owners/operators can create standardized signs for their specific location, hazards & requirements reducing loss of life & serious injury. The guide helps people decide the sign requirements (type, number & location) & when the need for signage is identified through a risk assessment process.</p> <p>The aim of this guide is to help beach operators make better informed decisions about their public rescue equipment (PRE) requirements that results from a risk assessment. The guide includes specifications for PRE, emergency communications, the most suitable PRE locations, maintenance solutions, auditing tools & frequency of checks, PRE signange, user instruction information & ways to reduce vandalism & theft.</p>
<p>Survey on Canadian Ground Search & Rescue National Search & Rescue Secretariat Canada</p>	<p>This publication is part of a 4 part Canadian Ground SAR study. The purpose of the study was to help Canada & the provinces/territories clearly understand existing national & local ground SAR (GSAR) systems, evaluate the strengths & weaknesses of these systems, identify populations & activities at risk currently & in the future & consider the nations future needs in developing the most effective & efficient land & inland water SAR delivery system. The report provides a general overview of the development & implementation of the survey, the analysis & the key results. The results include a summary of the beliefs, attitudes & opinions of GSAR stakeholders on GSAR operations in Canada this includes the significant coordinator/planner data & the findings of the organizer, client, victim & Canadian public surveys.</p>
<p>Federal Emergency Management Agency USA www.FEMA</p>	<p>The FEMA National Response Framework (NRF) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies. It establishes a comprehensive, national, all-hazards approach to domestic incident response. The National Response Plan was replaced by the National Response Framework effective March 22, 2008. The National Response Framework defines the principles, roles, and structures that organize how we respond as a nation. The National Response Framework: describes how communities, tribes, states, the federal government, private-sectors, and nongovernmental partners work together to coordinate national response; describes specific authorities and best practices for managing incidents; and builds upon the National Incident Management System (NIMS), which provides a consistent template for managing incidents.</p>

Initial Response Search Guide A SARINZ and dbS Partnership project	The Initial Response Search Guide (Search Wheel) leads students or experienced search planners through the initial response phase of the search. Side One provides handy information on the steps needed to commit to a search effort & then deploy resources (rotate the search wheel to tackle each critical topic). Side Two presents essential information & behavior profiles for the most common lost subject categories. The windows reveal the most current data on distance from the IPP/LKP & where the subject was found. It is lightweight, durable & waterproof & the wheel is available in miles & kilometers.
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