Civil Defence Emergency Management

Competency Framework

Technical Standard [TS 02/09]

CD CIVIL DEFENCE

Civil Defence Emergency Management Competency Framework

Technical Standard for the CDEM Sector [TS 02/09]

Far right cover image: GNS Science

**Ministry of Civil Defence
& Emergency Management**
Te Rākau Whakamarumaru

Director's foreword

Gone are the days when an emergency of any scale could be managed effectively by calling up people on the day to perform a range of roles and functions with little planning and minimal training or guidance, and often in difficult circumstances. Today the public has high expectations of the standard of performance of those involved in Civil Defence Emergency Management (CDEM) in New Zealand. There is a need to ensure that we, as a sector, can lead the way in reducing the risk from, preparing for, responding to, and recovering from civil defence emergencies. We need to show our communities that we are professional, well-trained, competent, and able to assist, in order to contribute to "A Resilient New Zealand".

The CDEM Competency Framework (the Framework) is a technical standard issued under the CDEM Act 2002. This Framework is the result of a comprehensive and rigorous development process across the CDEM sector and draws also on the experience and advice of international colleagues. The publication of this document signifies the completion of Stage One of the CDEM Competency Framework project, in which the many competencies required by individuals at all levels, across all 4Rs (reduction, readiness, response, recovery) and across all functions in CDEM have been established.

Further development involves two key pieces of work: going beyond these competencies and looking to the specific skills and knowledge required to carry out key roles, and working with education providers to ensure that high quality training and education exists to support all roles and functions in CDEM.

The audience for the Framework is far-reaching and spans the entire sector, including those in fulltime, part-time and volunteer roles. The Framework itself is intentionally dynamic so that we can identify existing opportunities and gaps in professional development, determine areas of priority to be addressed, and work together to build the means by which CDEM achieves increased levels of capability and professionalism.

I wish to acknowledge and thank everyone that has contributed to the development process so far. The ultimate aim is to provide a comprehensive and knowledge-based CDEM professional development system for New Zealand. It is my pleasure to introduce the CDEM Competency Framework. I look forward to your continued support in *building capability and creating professionals* in CDEM.

John Hamilton
Director

Contents

Overview

The Civil Defence Emergency Management (CDEM) Act 2002 directs CDEM organisations to take steps to develop and maintain an effective level of capability across the 4Rs of reduction, readiness, response and recovery (comprehensive emergency management).

Comprehensive emergency management in New Zealand is an all-hazards, all-risks, multi-agency, integrated, and community-focused approach. The CDEM Competency Framework (the Framework) has been developed as a strategic framework of key competencies required in order to successfully perform the functions of CDEM in New Zealand. It also promotes the professionalisation of emergency management by recognising the professional and personal development needs of CDEM stakeholders,

Goal 3 of the National CDEM Strategy is to enhance New Zealand's capability to manage emergencies. Achievement of this goal requires strategic integration and cooperation across all CDEM stakeholders.

The CDEM Competency Framework is a technical standard under the CDEM Act 2002 and contains:

- an overview of the background and purpose of the Framework
- the eight key areas of CDEM competency
- the competencies and indicators within each key area, and
- the levels of relevance and proficiency of competencies across a number of CDEM roles.

Audience for the CDEM Competency Framework

This Framework is relevant to all people who perform a role in CDEM in New Zealand. This includes full-time, part-time, paid and unpaid personnel at all levels of operation, locally, regionally and nationally.

The Framework directly supports the responsibility of CDEM Groups for ensuring personnel involved in CDEM are adequately trained and competent. It also supports the development of standards, guidelines and other reference materials, and the monitoring of performance of organisations and persons who have statutory responsibilities under the CDEM Act 2002.

Development of the CDEM Competency Framework

CDEM involves a diverse range of organisations, including those with specific roles and responsibilities identified in the CDEM Act 2002. These organisations include local authorities, government agencies, emergency services, welfare agencies, lifeline utilities, science and education providers, and non-government organisations.

To drive the Framework's development, a multi-agency reference group was established with representatives from the Ministry of Social Development, Ministry of Health, New Zealand Fire Service, New Zealand Police, National Engineering Lifelines Committee, the Local Government Industry Training Organisation, CDEM Groups, and the Ministry of Civil Defence & Emergency Management.

Development of the CDEM Competency Framework included:

- undertaking a literature review and researching international best practice in competency framework development and application
- facilitating regional focus groups of CDEM stakeholders across New Zealand to identify CDEM functions
- facilitating working groups to build on the focus groups outcomes by drafting and refining the competencies and indicators into a consistent format
- developing and conducting an online survey to obtain a current picture of CDEM in New Zealand, and to validate the competencies and indicators against a range of CDEM roles, and
- analysing the results of the online survey and determining the levels of relevance and proficiency of the competencies for a number of CDEM roles.

The 2009 CDEM Competency Framework online survey

The 2009 CDEM Competency Framework Online Survey was an 'all of sector' survey conducted by the Ministry of Civil Defence & Emergency Management. The purpose of the survey was to apply the developed competencies to the roles and functions that are carried out in CDEM in New Zealand, and to quantify the levels of importance, proficiency and accountability for each.

A total of 385 people from local, regional and national organisations completed the survey, with 42 people completing it for more than one role. The margin of error is +/- 4.5% (at the 95% confidence level).

Further development

The next stage (Stage Two) of the CDEM Competency Framework project is scheduled for completion in July 2010 and involves two key activities:

1. **Functional role mapping**: this involves identifying the specific skills, knowledge and attributes required by key CDEM roles, using the competencies and indicators as a basis for development. This work is required to ensure the alignment of 'skills-based' training with the CDEM Competency Framework.

2. **Evaluation of education and training**: training and education providers (universities, polytechnics and private training establishments) and industry training organisations have agreed to work in partnership with MCDEM to determine the alignment of current programmes, unit standards, and qualifications with the Framework. Where any gaps exist, prioritised development of new opportunities will be undertaken.

Using the CDEM Competency Framework

Learning and development

The strategic nature of the Framework allows for its application across a range of organisations. Learning and development professionals can apply the competencies and indicators in the Framework to develop a range of evidence-based tools such as training materials and unit standards. These tools can be pitched at key area, competency or indicator level. Once the development need, audience, and context have been identified learning objective(s) aligned with the Framework can be established.

The work on establishing the specific skills, knowledge and attributes for key CDEM functions and roles is ongoing in the 2009/2010 period, and will be added to the Framework when finalised. This work will further support learning and development professionals to identify, develop, and evaluate learning opportunities relevant to CDEM, particularly those at a skills-based level.

Career Development

The Framework details a range of roles common in CDEM in New Zealand, and the competencies and indicators related to those roles. An individual looking to advance in CDEM can potentially use the Framework to identify the necessary competencies and indicators required to progress, either to different roles or to higher levels within the same role.

Recruitment and retention

Human resource management professionals in organisations with CDEM responsibilities can apply the Framework by aligning prioritised competencies and indicators to specific CDEM roles undertaken in their organisation. This could be in the context of development of:

- job profiles
- interview questions
- personal development plans
- performance management systems, and
- career pathways to assist recruitment and retention in CDEM.

Integration with other competency frameworks

In order to succeed, a competency framework must be aligned with organisational goals, reflect current good practice, be integrated into the organisation's human resource processes, and maintained to reflect a changing environment.

An important consideration in applying the CDEM Competency Framework is how it should be aligned or integrated with existing workplace-specific frameworks or generic competency frameworks. The intention is that the CDEM Competency Framework can be used to support the enhancement of any existing organisational competencies, rather than replace them.

Organisations will need to examine the roles and functions they undertake in CDEM and evaluate the relevant competencies of the CDEM Competency Framework against existing workplace competencies. Competencies of the Framework can be applied where opportunities for improvement are identified.

The CDEM Competency Framework

Components of the Framework

The primary component of the Framework is an integrated set of evidence-based competencies grouped into eight key areas. These competencies are accompanied by observable and measurable indicators described for three levels of proficiency.

Key areas

The diagram below shows eight areas of CDEM competency. These consist of specific capabilities that when integrated, represent core elements of CDEM in New Zealand.

Competencies

Each key area is represented by a number of competencies - these are high-level statements of capability and sit above the indicators. These competencies may be performed over a range of proficiency levels depending on role, experience, operating level and organisational expectations. For example, while an entry level communications advisor may be contributing to the development of a public information management plan, a senior communications advisor may be responsible for leading the development of the plan and will therefore require a higher level of proficiency.

Relationship between competencies within a key area

For some key areas the individual competencies represent steps in a progressive process, with each competency building on the preceding competencies. These steps within a key area generally take the form of:

1. establishing needs or understanding

2. development of systems or application of understanding

3. production of outputs from the systems/process or knowledge, and

4. monitoring and evaluation of the processes or products.

Key areas of this progressive type are Relationship Management, Information Management, Risk Management, and Planning. For the key areas of Implementation, Communication, Capability Development, and Leadership, the individual competencies are distinct (but related) elements of the key area.

Indicators

Each competency is described by a set of indicators. Indicators are defined as observable behaviours aligned to the competency. That is, indicators represent what may be seen when the competency is being performed. The indicators are grouped according to three levels of proficiency:

1. All practitioners;

2. Supervisory or experienced;

3. Advanced expertise or significant leadership.

Levels within competencies

CDEM roles apply the competencies in the Framework in different ways, according to the functions they perform and the level of behaviour required for effective job performance. In this Framework, the level of significance of the competencies for each role is described by the two measures of relevance and proficiency.

Relevance is the level of importance of a competency as it relates to a particular role. Relevance is reported at three levels (lower, moderate, highest), which are described in the table below.

Relevance level	Description
3 Highest relevance	Competency is essential at all times for carrying out the role or function. May be performed at a range of proficiency levels, depending on role type and organisation.
2 Moderate relevance	Competency is useful at most times for carrying out the role or function. May be performed at a range of proficiency levels, depending on role type and organisation.
1 Lower relevance	Competency may not be applicable to the role or function, or be occasionally useful.

Proficiency relates to the level of aptitude or expertise required of a competency for a role. Proficiency is reported at three levels (All Practitioners, Supervisory or experienced, and Advanced Expertise or significant Leadership), which are each described in the table below.

Proficiency level	Description
3 Advanced expertise or significant leadership	Analyses and develops concepts and methods in the competency to guide own work and the work of others.
2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

The proficiency scale is progressive and increases in complexity or level of responsibility. Observed behaviour at any level above 1 incorporates the behaviours seen at lower levels. For example, observed behaviour at proficiency level 3 (Advanced expertise/ Significant Leadership) incorporates the behaviours of levels 2 and 1.

Not all competencies are necessarily performed at all levels of proficiency. Some may require performance exclusively at the higher levels of proficiency, while others by their nature may exclusively be lower level. Some roles may require performance of competencies at a particular level of proficiency. In contrast, other roles may potentially be performed over the range of proficiency levels, depending on a person's experience and qualifications, and organisational expectations.

The levels in this proficiency scale do not directly correlate to a particular level on the New Zealand Qualifications Framework. However, there is a relationship in relative terms, with the higher proficiency levels likely to require more advanced qualifications (including post-graduate qualifications) and experience.

In general, a single observation of on-the-job behaviour at any level is insufficient evidence of an ability to sustain the behaviour over time. Multiple examples would be required to conclude with reasonable certainty that a person 'has the competency'.

Tables are presented in each key area showing the relevance and proficiency measures (by number and by colour) for each competency, and against CDEM roles. Summaries of relevance and proficiency levels for each role are provided as an Annex.

Skills, knowledge and attributes

The CDEM Competency Framework is designed at a high level to enable application across the diverse range of roles and organisations involved in CDEM. As such, it does not currently provide detailed descriptions of role or function-specific skills, knowledge and attributes.

Skills, knowledge and attributes sit beneath the level of the indicators in each competency, and are associated with individual tasks. Specific skills, knowledge and attributes for indicators may be developed by organisations, education providers, and industry training organisations. Work is underway by the Ministry of Civil Defence & Emergency Management in 2009 and 2010 to examine the competencies and indicators in more detail for key CDEM roles and functions, and develop, in collaboration with stakeholders, descriptions of associated skills, knowledge and attributes.

The table below shows an example of a competency, an indicator for that competency, and examples of potential skills, knowledge and attributes associated with individual tasks:

Competency	Indicator	Skill, knowledge, attribute
Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	Utilises communication channels appropriate to the target audiences.	**Skill** Is able to operate an HF radio in an emergency operations centre. **Knowledge** Applies knowledge of the phonetic alphabet when operating an HF radio in an emergency operations centre. **Attribute** Is able to remain calm in a high pressure situation in order to communicate effectively.

CDEM roles

A variety of roles are performed in CDEM, covering a range of functions. Some of these roles have specific statutory requirements; others reflect common current usage. Some roles perform a wide range of functions across all dimensions of CDEM. Other roles are specific to a narrow function. In the Framework, where a number of roles perform similar functions, these have been grouped into a role category.

Roles

○ Controller (refers to the statutory role of Controller, which may be performed at the local, regional, or national level).

○ Recovery Manager (refers to the role of Recovery Manager, which may be performed at the local, regional, or national level).

○ Public Information Manager (refers to the role of Public Information Manager, which may be performed at the local, regional, or national level).

○ Lifeline Utility Coordinator (refers to the role of lifeline utilities coordination undertaken in response, performed at the local, regional, and national level).

○ Liaison Officer (refers to the role of liaison undertaken by a representative of a supporting agency in an emergency operation centre, during response and recovery).

○ CDEM Response Team (refers to the volunteer role undertaken by CDEM Response Team members, who provide specific operational support if required during emergencies. Functions of team members vary according to region)

○ Unassigned Volunteer (refers to people undertaking unpaid work in CDEM of a non-specific nature tasked on the day, usually with a focus on response).

○ Emergency Management Officer (refers to role descriptions such as 'emergency management officer', 'civil defence officer ', or similar, performed at the local or regional level).

○ CDEM Group Office Manager (refers to role descriptions such as 'group executive manager', 'manager regional emergency management office', 'manager CDEM group office, emergency management coordinator' or similar, and applies to those operating at the regional coordination level).

○ Emergency Management Advisor (refers to emergency management advisors, or similar, working for a national agency).

Role categories

A number of role categories were identified to encompass specific CDEM areas where a number of roles (as identified in the 2009 online survey) performed similar functions.

- Senior Executive (this includes anyone operating as a Coordinating Executive Group Member, or at a senior management level in organisations with CDEM responsibilities, at the local, regional or national level).

- Emergency Operations Centre staff (this includes people operating in any emergency operations centre (local, regional, or national) regardless of the function they are performing).

- Hazard Analyst/Planner (this includes people operating as a hazards analyst, planner or similar role at the local or regional level).

- Welfare (this includes anyone in a welfare role in a CDEM context, including managing or working in a welfare centre, or involvement in welfare advisory groups or committees at the local, regional or national level).

Formatting of the competencies

The following pages contain the 8 key areas of the CDEM Competency Framework, and their competencies and indicators. The diagram below shows how the key areas, competencies and indicators are displayed.

This is the third of 8 key areas in the CDEM Competency Framework.

3

KEY AREA 3 – RISK MANAGEMENT (RS)

Risk management is applied at all levels and across all functio

Risk management is fundamental to CDEM in New Zealand. Risk management addresses the risks associated with all hazards and requires identification and characterisation of threats, analysis of the likelihood and consequences of the associated risks, evaluation of those risks to establish priorities, and development of risk treatment options. Risk management processes involve the collection and analysis of **information**.

This is a description of the key area of competency in its CDEM context. The words in bold are other key areas within the Framework, and identify the linkages across the key areas.

Successful risk management is undertaken collaboratively, requiring coordinated activity across a range of stakeholders, enabled by effective **leadership** and **relationship management**. Regular **communication** with partner organisations and communities is essential throughout all stages of the process. In the context of CDEM, there is an emphasis on risk management as the precursor to **planning**. However, the same principles apply in terms of operational, financial and reputation risk – these are important dimensions in the **implementation** of plans.

There are three competencies in the key area of Risk Management:

RS01 Hazards and risks are recognised, understood and communicated.

RS02 Risk management is understood and applied.

RS03 Hazard and risk information processes are evaluated.

Photo: GNS Science

RS01 denotes this is the first competency in the key area of Risk Management (RS).

These are the three indicators at the All practitioners level for competency RS01.

RS01 Hazards and risks are recognised, understood and communicated	
1. All practitioners	o Recognises hazards and their potential consequences.
	o Demonstrates awareness of the social, economic, natural and built environments of communities.
	o Promotes awareness of hazards and risks to partners and communities.
2. Supervisory or experienced	o Demonstrates understanding of hazards of their potential consequences.
	o Demonstrates understanding of the combined elements of risk and their implications.

KEY AREA 1 – RELATIONSHIP MANAGEMENT (RM)

Relationships with partners and communities are managed to achieve mutual understanding and effective action.

A high level of trust is essential in the CDEM environment. Trust needs to be established through the development and management of effective relationships with:

- key individuals (e.g. the relationship between a Controller and the local Mayor)

- partner organisations (e.g. relationships between territorial authorities, emergency services and lifeline utilities within the same CDEM Group, or between media and the Public Information Manager), and

- communities.

These relationships should be established before an emergency, and the roles and responsibilities of all stakeholders must be defined and understood. The CDEM Act 2002 requires organisations at the local, regional and national levels to work together to agree and document CDEM arrangements. This happens through effective **communication** during **planning**, and means that when plans are implemented, every stakeholder understands their roles, and the roles of their partners.

There are two competencies in the key area of Relationship Management:

RM01 Relationships with key individuals, partner organisations and communities are established.

RM02 Established relationships are actively managed and sustained.

RM01 Relationships with key individuals, partner organisations and communities are established	
1. All practitioners	○ Supports the identification of the purpose and objectives of engagement.
	○ Supports the identification of key individuals, partner organisations and communities to be engaged.
	○ Awareness of key individuals', partner organisations' and communities' beliefs, values and expectations.
	○ Applies knowledge of the social, economic, natural, and built environments of communities to relationship management.
	○ Contributes to the establishment of credible relationships at the appropriate levels of partner organisations and community groups.
2. Supervisory or experienced	○ Identifies purpose and objectives of engagement.
	○ Identifies key individuals, partner organisations and communities to be engaged.
	○ Establishes understanding of key individuals', partner organisations' and communities' beliefs, values and expectations.
	○ Contributes to the identification of barriers to engagement and development of solutions to overcome barriers.
	○ Contributes to the identification of areas of mutual benefit with key individuals, partner organisations and communities.
3. Advanced expertise or significant leadership	○ Actively seeks solutions to overcome problems or barriers to relationships.
	○ Leads the identification of areas of mutual benefit with key individuals, partner organisations and communities.
	○ Drives the establishment of credible relationships at the appropriate levels of partner organisations and community groups.

KEY AREA 1 – RELATIONSHIP MANAGEMENT

RM02 Established relationships are actively managed and sustained	
1. All practitioners	○ Actively participates in activities with partner organisations and communities (such as relevant advisory groups, workshops, seminars, exercises, and planning).
	○ Acknowledges individual and community contributions and successes (such as celebrations and awards).
	○ Uses communication techniques effectively, to enable a collective and cohesive approach to CDEM.
	○ Utilises communication channels appropriate to the target audiences.
	○ Ensures key individuals, partner organisations and communities are informed.
	○ Supports consultation across own organisation and with key individuals, partner organisations and communities.
	○ Identifies opportunities for engagement at the relevant level with new key individuals, partner organisations and communities.
	○ Sustains engagement with key individuals, partner organisations and communities.
	○ Assists in the application of information systems to support relationship management.
2. Supervisory or experienced	○ Ensures key individuals, partner organisations and communities are informed, advised and supported.
	○ Builds professional rapport by being part of the on-going exchange of information, including accessing and involving networks outside own organisation.
	○ Consults widely across own organisation and with key individuals, partner organisations and communities.
	○ Advocates on behalf of partners and communities.
	○ Reviews, sustains and enhances engagement with key individuals, partner organisations and communities.
3. Advanced expertise or significant leadership	○ Facilitates relationships between partner organisations and communities, and resolves differences where possible.
	○ Generates interest and understanding of key issues, by encouraging partners to take ownership of problems and opportunities.
	○ Formalises relationships with partner organisations and communities when required (such as in a Memorandum of Understanding).

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Relationship Management

■ Relevance level ■ Proficiency level

Role	RM01 Relevance	RM01 Proficiency	RM02 Relevance	RM02 Proficiency
Controller	3	3	3	3
Recovery Mgr	3	3	3	2
PIM	3	2	3	2
EOC Staff	3	2	3	2
Welfare	3	2	3	2
Lifelines	3	2	3	2
Agency Rep.	2	2	2	2
CDEM RT	1	2	1	2
Volunteer	1	2	1	2
EM Advisor	3	2	3	2
Hazard Analyst	3	3	2	2
Senior Exec.	3	3	3	3
Group Mgr	3	3	3	3
EM Officer	3	2	3	2

RM01: Relationships with key individuals, partner organisations and communities are established

RM02: Established relationships are actively managed and sustained

KEY AREA 2 – INFORMATION MANAGEMENT (IM)

Information is collected, analysed, and managed using appropriately structured systems and processes at all levels and across all functions of CDEM.

Information management is about understanding the information required to support an activity, locating required information, evaluating and applying it. Information flow can easily be disrupted by a range of internal and external factors. These factors, such as systems failure, must be monitored and addressed for effective decision- making to occur at all levels.

Information informs decision-making. To do this, systems need to be established to support gathering and storage of information. These systems may be manual or electronic, and they need to allow for analysis and translation of information so it can be understood and accessible.

There are five competencies in the key area of Information Management:

IM01 Information needs are identified and understood.

IM02 Information systems and processes are developed.

IM03 Systems and processes are applied to collect and maintain information.

IM04 Information is produced and disseminated.

IM05 Information systems and processes are evaluated.

IM01 Information needs are identified and understood	
1. All practitioners	○ Demonstrates awareness of the purpose of the information and the outcomes required. ○ Supports the identification of audience(s) and assists in determining their information needs. ○ Supports the identification of sources of information, including research, to meet the needs of the audience(s).
2. Supervisory or experienced	○ Identifies the purpose of the information and the outcomes required. ○ Identifies audience(s) and determines their information needs. ○ Identifies sources of information, including research, to meet the needs of the audience(s).
3. Advanced expertise or significant leadership	○ Ensures that strategic goals and objectives are considered when prioritising information needs. ○ Applies understanding of long-range issues and relationships.

IM02 Information systems and processes are developed

1. All practitioners	- Supports the identification of information system and process requirements. - Supports the identification of available resources and likely constraints. - Supports the development of selection criteria for information systems and processes. - Contributes to the selection of systems and/or processes that match information requirements and are fit for purpose. - Assists in the design of systems and processes to meet information needs.
2. Supervisory or experienced	- Determines information system and process requirements. - Identifies available resources and likely constraints. - Develops selection criteria for information systems and processes. - Selects systems and/or processes that match information requirements and are fit for purpose. - Designs systems and processes to meet information needs maximising available resources.
3. Advanced expertise or significant leadership	Evaluates the design or development of information systems or processes in the context of wider organisational and sector goals.

IM03 Systems and processes are applied to collect and maintain information

1. All practitioners	- Collects information to support assessment. - Contributes to the collation of information using systems and tools. - Regularly updates information to maintain currency using developed processes and systems.
2. Supervisory or experienced	- Collects information and assesses it for relevance and reliability. - Collates information using systems and tools to fulfill the requirements of the situation, including within agreed timeframe. - Monitors and reassesses information needs.
3. Advanced expertise or significant leadership	- Promotes information management best practice. - Applies learning to advance information management best practice.

2

KEY AREA 2 – INFORMATION MANAGEMENT (IM)

IM04 Information is produced and disseminated

1. All practitioners	○ Contributes to the evaluation of information. ○ Contributes to the identification of information gaps. ○ Conducts environmental scans to ensure a complete set of information. ○ Assists in the production of information in a form that is fit for purpose in a timely manner (such as the production of situation report). ○ Summarises information clearly and concisely. ○ Disseminates relevant and current information to identified audiences.
2. Supervisory or experienced	○ Evaluates the validity and relevance of information. ○ Undertakes analysis to identify and highlight gaps in information. ○ Produces information in a form that is fit for purpose in a timely manner. ○ Compiles documents on complex matters that are clear, concise, well-structured, and translate technical information.
3. Advanced expertise or significant leadership	○ Ensures that strategic goals and objectives are considered when producing and disseminating information.

IM05 Information systems and processes are evaluated

1. All practitioners	○ Contributes to the monitoring and evaluation of information systems and processes. ○ Supports the implementation of improvements to information systems and processes.
2. Supervisory or experienced	○ Monitors and evaluates information systems and processes. ○ Implements improvements to information systems and processes.
3. Advanced expertise or significant leadership	○ Ensures that outcomes of monitoring and evaluation are implemented.

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Information Management

■ Relevance level ■ Proficiency level

	Controller		Recovery Mgr		PIM		EOC Staff		Welfare		Lifelines		Agency Rep.		CDEM RT		Volunteer		EM Advisor		Hazard Analyst		Senior Exec.		Group Mgr		EM Officer	
IM01: Information needs are identified and understood	3	3	3	2	3	3	3	2	3	2	3	2	3	2	3	2	2	1	3	2	3	2	3	2	3	3	3	2
IM02: Information systems and processes are developed	3	3	3	2	3	2	3	2	2	2	2	1	3	2	3	2	1	1	2	2	2	2	3	2	3	3	3	2
IM03: Systems and processes are applied to collect and maintain information	3	3	2	2	3	2	3	2	2	1	3	2	3	2	3	2	2	1	3	2	2	2	2	3	3	3	3	2
IM04: Information is produced and disseminated	3	3	3	2	3	2	2	2	3	2	3	3	3	2	3	2	2	1	3	2	3	2	3	3	3	3	3	2
IM05: Information systems and processes are evaluated	3	3	2	1	2	1	2	1	2	2	3	2	2	2	1	1	1	1	2	2	2	2	2	3	3	3	3	2

3

KEY AREA 3 – RISK MANAGEMENT (RS)

Risk management is applied at all levels and across all functions of CDEM.

Risk management is fundamental to CDEM in New Zealand. Risk management addresses the risks associated with all hazards and requires identification and characterisation of threats: analysis of the likelihood and consequences of the associated risks; evaluation of those risks to establish priorities; and development of risk treatment options. Risk management processes involve the collection and analysis of **information**.

Successful risk management is undertaken collaboratively, requiring coordinated activity across a range of stakeholders, enabled by effective **leadership** and **relationship management**. Regular **communication** with partner organisations and communities is essential throughout all stages of the process. In the context of CDEM, there is an emphasis on risk management as the precursor to **planning**. However, the same principles apply in terms of operational, financial and reputation risk – these are important dimensions in the **implementation** of plans.

There are three competencies in the key area of Risk Management:

RS01 Hazards and risks are recognised, understood and communicated.

RS02 Risk management is understood and applied.

RS03 Hazard and risk information processes are evaluated.

Photo: GNS Science

RS01 Hazards and risks are recognised, understood and communicated	
1. All practitioners	○ Recognises hazards and their potential consequences. ○ Demonstrates awareness of the social, economic, natural and built environments of communities. ○ Promotes awareness of hazards and risks to partners and communities.
2. Supervisory or experienced	○ Demonstrates understanding of hazards and their potential consequences. ○ Demonstrates understanding of the combined elements of risk and their implications. ○ Integrates understanding of the social, economic, natural and built environments of communities to build an holistic picture of risk.
3. Advanced expertise or significant leadership	○ Provides insights for others in understanding the combined elements of risk and their implications. ○ Ensures that strategic goals and objectives are considered when communicating risk.

RS02 Risk management is understood and applied

1. All practitioners	- Supports the development of a risk profile. - Applies awareness of the elements of risk to risk analysis and evaluation (as per AS/NZS 4360:2004 Risk Management Standard). - Supports the establishment of priorities and development of risk treatment options for risks identified.
2. Supervisory or experienced	- Applies understanding of hazards and risk to the development of a risk profile. - Applies understanding of the elements of risk to risk analysis and evaluation (as per AS/NZS 4360:2004 Risk Management Standard). - Establishes priorities and develops risk treatment options for risks identified. - Communicates and consults with partners and communities as appropriate, on residual risk and risk treatment options. - Ensures views of partners are considered in the risk management process. - Advocates within own organisation for risk treatment. - Promotes risk management principles to key individuals, partner organisations and communities.
3. Advanced expertise or significant leadership	- Champions risk management principles and process within own organisation and across other organisations. - Provides insights for others in understanding the risk management process. - Influences across organisations to ensure effective, coordinated, multi-agency risk treatment programmes.

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed

1. All practitioners	- Identifies research to ensure gaps in understanding about hazards, risks, and vulnerabilities are addressed. - Monitors and updates information about known and emerging hazards and risks. - Reviews and updates the risk profile.
2. Supervisory or experienced	- Considers the impacts of future trends within the social, economic, natural and built environments on risk analysis and evaluation. - Evaluates trends, progress and effectiveness of risk reduction programmes.
3. Advanced expertise or significant leadership	Ensures the implementation of monitoring and evaluation outcomes.

KEY AREA 3 – RISK MANAGEMENT (RS)

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Risk Management

■ Relevance level ■ Proficiency level

	Controller		Recovery Mgr		PIM		EOC Staff		Welfare		Lifelines		Agency Rep.		CDEM RT		Volunteer		EM Advisor		Hazard Analyst		Senior Exec.		Group Mgr		EM Officer	
RS01: Hazards and risks are recognised, understood, and communicated	3	3	3	2	3	2	3	2	3	2	3	3	3	2	3	2	2	1	3	2	3	3	3	3	3	3	3	2
RS02: Risk management is understood and applied	3	3	2	2	2	1	3	2	3	2	3	3	3	2	3	2	2	1	3	2	3	3	3	3	3	3	3	2
RS03: Risk management processes and outcomes are monitored, evaluated, and reviewed	2	3	2	2	2	1	3	1	2	1	2	3	3	2	2	1	1	1	2	2	3	3	3	3	3	3	3	2

KEY AREA 4 – PLANNING (PL)

The process of comprehensive and integrated planning – development, maintenance, evaluation and review.

CDEM planning involves the development and documentation of scalable arrangements (including governance, structure, management systems, roles and responsibilities, processes, and procedures) for reducing risk and being ready for, responding to, and recovering from emergencies. Planning takes place at local, regional and national levels and across agencies and sectors. Examples include the development of CDEM Group plans, the National CDEM Plan, and The Guide to the National CDEM Plan.

Risk management identifies gaps in arrangements which are then addressed through planning. It is important that planning processes encompass proactive **relationship management** and are inclusive, integrated and aligned so that arrangements are seamless and effective. Accordingly, effective **information management** is essential as the collection, analysis and management of information underpins planning processes.

The effectiveness of CDEM plans is determined through **implementation**, whether in emergencies or exercises. CDEM plans should be evaluated and reviewed on a regular basis to determine effectiveness of current arrangements and to identify **capability development** needs.

There are four competencies in the key area of Planning:

PL01 Purposes and objectives of plans are agreed and understood.

PL02 Plans are developed, written and maintained in accordance with the agreed purpose and objectives.

PL03 Plans are coordinated and integrated across all levels and partners.

PL04 Plans are evaluated and updated.

PL01 Purposes and objectives of plans are agreed and understood	
1. All practitioners	○ Supports the identification and engagement of planning partners.
	○ Identifies relevant legislation, strategies, policies, and other plans.
	○ Identifies and engages appropriate planning partners.
2. Supervisory or experienced	○ Recognises and understands partners' mandates, roles and systems in the context of the plan.
	○ Applies understanding of the social, economic, natural, and built environments of communities, in the context of the plan.
	○ Formulates the purpose and objectives of the plan in collaboration with partners.
3. Advanced expertise or significant leadership	○ Establishes the plan's purpose and objectives, ensuring alignment with organisational and sector goals.
	○ Applies understanding of long-range issues and relationships.

4

KEY AREA 4 – PLANNING (PL)

PL02 Plans are developed, written and maintained in accordance with the agreed purpose and objectives	
1. All practitioners	○ Collects information and assesses it for relevance and reliability.
	○ Planning assumptions are identified.
	○ Involves partners in the planning process.
	○ Applies the principles and elements of comprehensive emergency management in the planning process.
	○ Applies understanding of the social, economic, natural, and built environments of communities.
	○ Applies information management processes and utilises appropriate systems throughout the planning process.
2. Supervisory or experienced	○ Planning assumptions are identified and tested.
	○ Applies knowledge of relevant legislation, strategies, policies, and other plans in the planning process.
	○ Applies knowledge of partners' mandates, roles and systems in the planning process.
	○ Develops plans in accordance with current good practice and ensures consistency with legislation and relevant guidelines, codes, and technical standards.
	○ Develops and evaluates alternative options and proposes courses of action.
	○ Establishes targets and actions for objectives.
	○ Develops plans within the timeframe available.
	○ Contributes to assessment of partners' plans and planning processes to support integration of planning.
3. Advanced expertise or significant leadership	○ Provides insights for others' understanding of planning process.
	○ Ensures that the plan is developed in alignment with organisational and sector goals.
	○ Advocates for the application of the principles and elements of comprehensive emergency management in the planning process.

PL03 Plans are coordinated and integrated across all levels and partners

1. All practitioners	○ Participates in and contributes to planning processes of partners.
2. Supervisory or experienced	○ Involves partners in the planning process. ○ Provides planning advice and assistance proactively to partners and communities. ○ Considers the potential impacts of implementation on own plans and plans of others. ○ Contributes to assessment of partners' systems for interoperability.
3. Advanced expertise or significant leadership	○ Influences across organisations and sectors to ensure coordinated, integrated plans. ○ Champions CDEM outcomes in high-level strategies and plans (such as Long Term Council Community Plans, regional policy statements, and corporate statements of intent). ○ Advocates for the application of the principles and elements of comprehensive emergency management in the planning process.

PL04 Plans are evaluated and updated

1. All practitioners	○ Contributes to the evaluation of plans to determine whether objectives have been met. ○ Contributes to the evaluation of the currency of the plan against changes in circumstances. ○ Contributes to updating of plans, based on evaluations.
2. Supervisory or experienced	○ Evaluates plans to determine whether objectives have been met. ○ Evaluates and updates plans to incorporate lessons identified from exercises, emergencies, and research. ○ Evaluates the currency of the plan against changes in circumstances, and updates plan accordingly. ○ Evaluates the currency of the plan against changes in legislation, policies, other plans, technical standards, and planning practice, and updates plan accordingly. ○ Identifies gaps in partners' plans and works proactively to fill those gaps. ○ Evaluates trends for their impacts on future planning and implementation processes.
3. Advanced expertise or significant leadership	○ Ensures the implementation of monitoring and evaluation outcomes. ○ Champions CDEM outcomes in high-level strategies and plans (such as Long Term Council Community Plans, regional policy statements, and corporate statements of intent).

KEY AREA 4 – PLANNING (PL)

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Planning

■ Relevance level　■ Proficiency level

	Controller		Recovery Mgr		PIM		EOC Staff		Welfare		Lifelines		Agency Rep.		CDEM RT		Volunteer		EM Advisor		Hazard Analyst		Senior Exec.		Group Mgr		EM Officer	
PL01: Purposes and objectives of plans are agreed and understood	3	3	3	3	3	3	3	3	3	2	3	3	3	2	3	2	3	1	3	3	3	2	3	3	3	3	3	2
PL02: Plans are developed, written and maintained in accordance with the agreed purpose and objectives	3	3	3	3	3	3	3	3	3	2	3	3	3	2	3	1	1	1	3	3	3	2	3	3	3	2	3	2
PL03: Plans are coordinated and integrated across all levels and partners	3	3	2	2	2	2	3	2	3	2	3	3	3	2	3	2	1	1	3	3	3	2	3	3	3	3	3	2
PL04: Plans are evaluated, and updated	3	3	2	2	2	2	3	2	2	2	3	2	3	2	3	1	1	1	3	3	3	2	2	3	3	2	3	2

KEY AREA 5 – IMPLEMENTATION (IP)

Implementation of operational plans (including response and recovery plans), and management of physical, human and financial resources.

Implementation relies on the effectiveness of operational plans and the allocation of appropriate resources (human, physical and financial). Human resource levels, available facilities and equipment and financial management processes are all factors in **planning** and need to be understood, as do the roles and responsibilities of individuals, partners organisations, agencies, and communities.

Exercising operational plans provides an opportunity to monitor and evaluate the robustness of plans and identify **capability development** needs.

Effective **information management, relationship management** and **communication** are vital to successful implementation. Implementation often takes place in pressured conditions where the situation requires quick thinking, sound decision making, and confident **leadership**.

There are five competencies in the key area of Implementation:

IP01 Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.

IP02 Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.

IP03 Human resources are managed in order to achieve maximum effectiveness.

IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.

IP05 Financial planning and reporting processes are implemented, and funds allocated.

IP01 Assigned EOC roles are performed in accordance with existing plans and standard operating procedures	
1. All practitioners	○ Demonstrates understanding of the CDEM structure in New Zealand. ○ Demonstrates understanding of EOC roles and functions, how they interrelate, and how they contribute to the overall response. ○ Applies information management systems and processes. ○ Demonstrates understanding of the involvement and contribution of partner organisations in an emergency response, as per the CDEM Group Plan, the National CDEM Plan, and the CDEM Act 2002. ○ Performs assigned EOC role(s) and functions in accordance with standard operating procedures. ○ Demonstrates understanding of the networks and supply chains in relation to specific sectors involved in the emergency, such as lifeline utilities, transport and welfare.
2. Supervisory or experienced	○ Demonstrates understanding of the legislative environment for CDEM in New Zealand. ○ Implements and monitors operational plans. ○ Applies understanding of the involvement and contribution of partner organisations in an emergency response, as per the CDEM Group Plan, the National CDEM Plan, and the CDEM Act 2002. ○ Applies understanding of the networks and supply chains in relation to specific sectors involved in the emergency, such as lifeline utilities, transport and welfare.
3. Advanced expertise or significant leadership	○ Applies specialist knowledge to EOC operations.

KEY AREA 5 – IMPLEMENTATION (IP)

IP02 Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures	
1. All practitioners	○ Demonstrates understanding of the CDEM structure in New Zealand. ○ Contributes to the establishment and implementation of EOC functions. ○ Demonstrates understanding of multi-agency coordination systems.
2. Supervisory or experienced	○ Applies understanding of the CDEM structure in New Zealand. ○ Identifies and assesses the scale of activity required by the situation, and actions required. ○ Identifies existing capacity and capability, to support the operating structure and the actions required. ○ Establishes the operating structure in accordance with the scale of activity, and existing plans and standard operating procedures. ○ Ensures that EOC functions are established and implemented. ○ Applies multi-agency coordination systems. ○ Demonstrates understanding of the networks and supply chains in relation to each lifeline utility sector. ○ Identifies surge and escalation points and implements contingent staffing to maintain capability. ○ Identifies and addresses critical vulnerabilities and gaps in capability. ○ Manages an EOC function in accordance with plans and standard operating procedures.
3. Advanced expertise or significant leadership	○ Monitors and adjusts the operating structure to reflect the scale of activity, escalating or de-escalating as necessary. ○ Directs EOC operations in accordance with standard operating procedures, plans and the principles and functions described in the CDEM Act 2002. ○ Ensures the involvement and contribution of partner organisations in an emergency response, as per the CDEM Group Plan, the National CDEM Plan, and the CDEM Act 2002.

IP03 Human resources are managed in order to achieve maximum effectiveness

1. All practitioners	○ Adheres to internal and national human resource standards and practices. ○ Supports the identification of competencies required and suitable human resources for specific tasks. ○ Contributes to team goal setting and problem solving. ○ Encourages and supports participation of volunteers.
2. Supervisory or experienced	○ Appoints suitably qualified and competent personnel to key roles. ○ Establishes an environment in which personnel can maximise their potential. ○ Identifies individuals with the appropriate skills and behaviours to fill specific CDEM response and recovery roles. ○ Identifies competencies required and suitable human resources for specific tasks. ○ Facilitates team goal setting and problem solving. ○ Analyses team and work processes and implements improvements. ○ Recognises and rewards desired behaviours and results. ○ Manages staff welfare needs (physical and psychological). ○ Applies relevant employment legislation and regulations consistently to the management of people.
3. Advanced expertise or significant leadership	○ Mentors and coaches others. ○ Recognises differences between individuals, cultures and teams providing feedback in accordance with the organisation's performance management system. ○ Inspires a culture of performance excellence by giving positive and constructive feedback to the team.

IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness

1. All practitioners	○ Identifies, determines and sources physical resource requirements to meet the organisational needs. ○ Operates facilities and equipment according to standard operating procedures. ○ Allocates physical resources in a timely manner according to prescribed policies and standard operating procedures. ○ Tests and maintains physical resources.
2. Supervisory or experienced	○ Secures funding for physical resources to meet requirements, ensuring effective outcomes. ○ Reviews currency and effectiveness of physical resources and makes recommendations for improvements or replacements.
3. Advanced expertise or significant leadership	○ Ensures strategic goals and objectives are considered when sourcing and allocating physical resources.

KEY AREA 5 – IMPLEMENTATION (IP)

IP05 Financial management processes are implemented and funds allocated	
1. All practitioners	○ Demonstrates understanding of CDEM arrangements for government financial support.
2. Supervisory or experienced	○ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. ○ Contributes to development of long term financial plans and resource allocations. ○ Assesses the costs and benefits of proposed options and courses of action. ○ Manages financial resources in a timely manner according to prescribed policies and procedures. ○ Monitors and assesses financial risks. ○ Develops and implements systems, procedures and processes in order to improve financial management.
3. Advanced expertise or significant leadership	○ Seeks opportunities to source funding and improve efficiency. ○ Formulates long term financial plans and resource allocations, ensuring alignment with organisations' strategic goals. ○ Ensures the appropriate allocation of financial resources to meet established goals and objectives. ○ Manages financial risks.

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Implementation

■ Relevance level ■ Proficiency level

	Controller		Recovery Mgr		PIM		EOC Staff		Welfare		Lifelines		Agency Rep.		CDEM RT		Volunteer		EM Advisor		Hazard Analyst		Senior Exec.		Group Mgr		EM Officer	
IP01: Assigned EOC roles are performed in accordance with existing plans and standard operating procedures	3	3	2	2	3	2	3	2	2	2	3	3	3	2	1	1	3	1	3	3	1	2	2	2	3	3	3	2
IP02: Emergencies are managed in accordance with the scale of activity, existing plans and SOP's	3	3	3	2	3	2	3	2	3	2	3	3	3	2	3	2	3	1	3	2	1	2	3	3	3	3	3	2
IP03: Human resources are managed in order to achieve maximum effectiveness	3	3	3	2	2	2	3	1	2	2	2	1	2	1	2	2	1	1	2	1	1	1	3	2	3	2	3	2
IP04: Physical resources are sourced, operated and maintained in order to achieve maximum effectiveness	3	3	2	2	2	1	3	2	2	2	3	2	3	2	2	2	2	1	2	2	1	2	2	3	3	2	3	2
IP05: Financial management processes are implemented, and funds allocated	2	3	3	2	1	1	2	1	2	2	1	1	2	1	1	1	1	1	2	1	1	1	3	3	3	2	2	2

KEY AREA 6 – COMMUNICATION (CM)

Collaborative and coordinated development, prioritisation and transfer of information and key messages between partners and communities.

Communication is the act of transmitting and receiving information, ideas and attitudes in order to be understood. Communication occurs face to face, over the telephone or radio, and in a range of written forms. CDEM stakeholders require excellent communication skills to integrate multi-agency mandates, to negotiate viewpoints, and to align plans, policies and procedures. Channels of communication should be identified and established in **planning** as part of defining and understanding the roles and responsibilities of stakeholders and the resources available to them.

Timely and effective communication is crucial in providing consistent, clear messages and information to the full range of CDEM audiences. Communication tests the quality and productivity of **relationship management** activities, by taking into account the specific information needs of CDEM audiences at particular times and identifying and utilising appropriate channels through which information is conveyed. For example, the way a Mayor communicates a message to the media in an emergency will differ from the way a Welfare Centre Manager may communicate with an affected member of the public.

Effective communication is reliant on effective **leadership** to influence action, and to drive the morale and motivation of individuals and teams to understand how they communicate impacts on the operating environment. It is integral to relationship management and to influencing desired action.

There are four competencies in the key area of Communication:

CM01 Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.

CM02 CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.

CM03 Public information messages are developed and disseminated during response and recovery.

CM04 Media are engaged in public information management and public education.

6

KEY AREA 6 – COMMUNICATION (CM)

CM01 Effective communication with partners and communities is achieved at all levels and across all functions of CDEM	
1. All practitioners	○ Identifies purpose and objectives for communication.
	○ Actively participates in consultation processes across own organisation and appropriate partner agencies.
	○ Identifies and engages with key individuals, partner organisations and communities.
	○ Adapts communication content and style according to the audience.
	○ Utilises communication channels appropriate to the target audiences.
	○ Delivers messages in a manner that gains support, commitment and agreement.
	○ Expresses ideas clearly to individuals and groups, in both formal and informal settings.
	○ Listens actively and is receptive to alternative viewpoints.
2. Supervisory or experienced	○ Summarises information clearly and concisely, whether verbal or written.
	○ Leads consultation across own organisation and appropriate partner agencies.
	○ Demonstrates understanding of media priorities and operating principles.
	○ Advises and informs key partners in a manner that promotes alignment.
	○ Negotiates where necessary to achieve communication objectives.
	○ Compiles documents on complex matters that are clear, concise, well-structured, and translate technical information.
3. Advanced expertise or significant leadership	○ Communicates controversial or sensitive messages to partners tactfully.
	○ Champions the organisation to external partners and communities.

CM02 CDEM public education/risk communication programmes are developed to support community readiness and risk reduction	
1. All practitioners	○ Assesses current levels of public awareness and understanding, and identifies the best means to improve on them. ○ Identifies purpose and objectives of public education/risk communication programmes. ○ Contributes to local, regional or national level public education/risk communication programmes. ○ Develops public education/risk communication resources to meet the needs of specific audiences. ○ Delivers effective CDEM public education/risk communication programmes and resources. ○ Utilises communication channels appropriate to the target audiences. ○ Seeks feedback from communities on effectiveness of communications strategies. ○ Recognises and takes opportunities for maximising public interest and participation. ○ Engages with communities to raise awareness and understanding of hazards and risks. ○ Identifies specific partners and communities to be engaged in CDEM public education programmes.
2. Supervisory or experienced	○ Demonstrates understanding of effective public education/risk communication, and its impact on community readiness and risk reduction activities. ○ Engages with specific partners and communities in the development of CDEM public education programmes. ○ Develops effective public education/risk communication messages consistent with research and aligned with messages of partner organisations. ○ Develops effective public education/risk communication strategies and plans consistent with research and current good practice.
3. Advanced expertise or significant leadership	○ Articulates the vision and direction in order to gain commitment for public education/risk communication programmes. ○ Champions and drives CDEM public education/risk communication programmes.

6

KEY AREA 6 – COMMUNICATION (CM)

CM03 Public information messages are developed and disseminated during response and recovery	
1. All practitioners	○ Monitors media messages across a range of channels. ○ Creates key messages that are consistent with those of partner organisations. ○ Creates key messages that are consistent with the latest scientific information and advice. ○ Creates key messages that are clear, accurate, and timely, and conveyed in a way that targets the audience. ○ Prepares public information and disseminates to the media. ○ Checks the validity of public information across all communication channels, and updates regularly. ○ Maintains a media/rumour log.
2. Supervisory or experienced	○ Identifies purpose and objectives of public information messages. ○ Coordinates timely dissemination of consistent messages with partners. ○ Manages flow of public information in an emergency response. ○ Identifies and mitigates communication risks. ○ Identifies and develops key public information messages. ○ Briefs spokespeople regularly.
3. Advanced expertise or significant leadership	○ Participates in interviews and holds media conferences. ○ Represents the organisation in a way which maintains authority and credibility. ○ Ensures agreement on public information messages with partners. ○ Requests the broadcast of an emergency announcement using the broadcasting MOU.

CM04 Media are engaged in public information management and public education

1. All practitioners	○ Identifies and prioritises key media channels.
	○ Demonstrates awareness of media priorities and operating principles.
2. Supervisory or experienced	○ Applies understanding of media priorities and operating principles.
	○ Develops and maintains effective relationships with media.
	○ Develops processes to ensure the quality and timeliness of the key messages conveyed to the media.
	○ Engages with media to reinforce messages, and to correct misinformation.
3. Advanced expertise or significant leadership	○ Formalises relationships with key media.

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Communication

■ Relevance level ■ Proficiency level

Each cell shows **Relevance / Proficiency**.

	Controller	Recovery Mgr	PIM	EOC Staff	Welfare	Lifelines	Agency Rep.	CDEM RT	Volunteer	EM Advisor	Hazard Analyst	Senior Exec.	Group Mgr	EM Officer
CM01: Effective communication with partners, communities achieved at all levels/functions of CDEM	3 / 3	3 / 2	3 / 3	3 / 2	3 / 2	3 / 2	3 / 2	2 / 2	2 / 1	3 / 2	3 / 2	3 / 3	3 / 3	3 / 2
CM02: CDEM public education/risk communication programmes developed	2 / 2	2 / 2	3 / 3	1 / 2	2 / 1	2 / 2	2 / 2	1 / 1	1 / 1	2 / 3	2 / 2	2 / 3	3 / 2	2 / 2
CM03: Public information messages are developed and disseminated during response and recovery	3 / 3	3 / 2	3 / 3	2 / 2	2 / 2	2 / 1	2 / 2	1 / 1	1 / 1	2 / 2	2 / 2	2 / 2	3 / 3	3 / 2
CM04: Media are engaged in public information management and public education	3 / 2	2 / 2	3 / 3	2 / 1	2 / 1	1 / 1	1 / 1	1 / 1	1 / 1	2 / 1	1 / 1	3 / 3	3 / 2	2 / 2

KEY AREA 7 – CAPABILITY DEVELOPMENT (CD)

Development of individual and organisational capability at all levels and across all functions of CDEM.

Capable individuals and organisations are central to effective CDEM. Capability includes having and demonstrating the right attitude, displaying a willingness to learn or share learning, and being motivated to continually improve.

The CDEM Act 2002, section 17(b), requires CDEM Groups to have adequately trained and competent personnel. This requires individuals and organisations at the local, regional and national level to exercise proactive **relationship management** and **leadership**. Individuals and organisations need to take responsibility for building on existing capability by participating in needs analyses, and undertaking development activities.

Capability development relies on individuals and organisations keeping informed of current practice and new research, and understanding how to incorporate new learning and knowledge. This supports monitoring and evaluation of capability and in turn influences and informs career progression and the professionalisation of emergency management.

Levels of capability in CDEM are often observed, tested and developed through the **implementation** of operational plans (in emergencies and exercises) and evaluation of the implementation.

There are five competencies in the key area of Capability Development:

CD01 Capability development opportunities are actively sought and undertaken.

CD02 Training and education programmes are developed and delivered.

CD03 CDEM exercises are developed and carried out.

CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel.

CD05 Organisational capability is monitored and evaluated.

CD01 Capability development opportunities are actively sought and undertaken	
1. All practitioners	o Recognises personal and professional development needs.
	o Takes personal responsibility for developing own capability.
	o Identifies, and participates in, relevant training and education opportunities.
	o Seeks learning opportunities through participation in emergencies, exercises, and reflective practice.
	o Develops and maintains personal readiness.
	o Keeps abreast of new developments in emergency management practices.
	o Keeps up to date with current CDEM research developments.
	o Participates in CDEM sector professional development initiatives.
2. Supervisory or experienced	o Supports development of colleagues and peers through such activities as coaching and mentoring.
	o Enhances CDEM capability development by promoting professional development, including the exchange of ideas and experiences.
3. Advanced expertise or significant leadership	o Provides coaching and mentoring to colleagues and peers.
	o Champions capability development across the organisation and with CDEM partners.

CD02 Training and education programmes are developed and delivered

1. All practitioners	○ Contributes to needs analysis to identify gaps in knowledge and skills. ○ Supports the delivery of effective training and education to CDEM partners.
2. Supervisory or experienced	○ Conducts needs analysis to identify gaps in knowledge and skills. ○ Develops relevant and targeted training and education resources. ○ Ensures training and education resources are aligned with current CDEM and professional development practices. ○ Leads the delivery of effective training and education across the organisation and with CDEM partners. ○ Contributes to CDEM training standard setting. ○ Conducts assessment and moderation.
3. Advanced expertise or significant leadership	○ Champions capability development across the organisation and with CDEM partners.

CD03 CDEM exercises are developed and carried out

1. All practitioners	○ Contributes to needs analysis to determine exercise objectives. ○ Contributes to the development of resources required in order to successfully carry out a CDEM exercise. ○ Evaluates CDEM exercises against exercise objectives.
2. Supervisory or experienced	○ Conducts needs analysis across all CDEM functions to determine exercise objectives. ○ Develops CDEM exercise scenarios and resources that meet exercise objectives. ○ Manages the execution of CDEM exercises. ○ Develops CDEM exercises that require integration of organisations and CDEM functions. ○ Contributes to the development of the National Exercise Programme.
3. Advanced expertise or significant leadership	○ Gains commitment and buy-in to CDEM exercises across the organisation and with CDEM partners.

KEY AREA 7 – CAPABILITY DEVELOPMENT (CD)

CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel

1. All practitioners	○ Contributes to development needs analysis of staff and volunteers to identify gaps in organisational capability. ○ Supports the provision of opportunities for individuals to undertake their roles competently. ○ Contributes to the evaluation of capability development opportunities.
2. Supervisory or experienced	○ Conducts development needs analysis of staff and volunteers to identify gaps in organisational capability. ○ Provides the necessary opportunities and resources for individuals to participate in relevant development opportunities. This includes participation in formal training, exercises and emergencies, workshops, conferences, and working groups. ○ Provides opportunities for individuals to undertake their roles competently. ○ Encourages individuals to undertake training and education to enable career progression and succession planning. ○ Addresses balance between individual career expectations and organisational needs. ○ Evaluates capability development opportunities. ○ Considers developmental needs of staff and volunteers when building teams and assigning tasks.
3. Advanced expertise or significant leadership	○ Champions a culture of continuous learning and advocates for ongoing professional development of CDEM staff and volunteers.

CD05 Organisational capability is monitored and evaluated

1. All practitioners	○ Contributes to organisational monitoring and reviews to identify gaps in capability.
2. Supervisory or experienced	○ Conducts organisational reviews to identify gaps in capability. ○ Participates in the national CDEM capability monitoring and evaluation framework. ○ Implements changes to improve CDEM organisational capability across all 4Rs.
3. Advanced expertise or significant leadership	○ Leads an organisational self-review to identify gaps in capability. ○ Leads the advocacy and implementation of changes to improve CDEM organisational capability across all 4Rs.

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Capability Development

■ Relevance level   ■ Proficiency level

Competency	Controller R	Controller P	Recovery Mgr R	Recovery Mgr P	PIM R	PIM P	EOC Staff R	EOC Staff P	Welfare R	Welfare P	Lifelines R	Lifelines P	Agency Rep. R	Agency Rep. P	CDEM RT R	CDEM RT P	Volunteer R	Volunteer P	EM Advisor R	EM Advisor P	Hazard Analyst R	Hazard Analyst P	Senior Exec. R	Senior Exec. P	Group Mgr R	Group Mgr P	EM Officer R	EM Officer P
CD01: Capability development opportunities are actively sought and undertaken	3	2	3	3	3	2	3	2	3	2	3	3	3	2	3	1	3	1	3	2	3	2	3	3	3	3	3	2
CD02: Training and education programmes are developed and delivered	3	2	1	2	1	2	2	1	2	2	2	2	2	1	3	2	1	1	2	1	1	1	2	2	3	3	3	2
CD03: CDEM exercises are developed and carried out	3	3	2	2	2	2	3	2	2	2	2	2	3	2	3	2	1	1	3	2	2	2	2	2	3	3	3	2
CD04: Capability development opportunities are provided to build a workforce of competent personnel	3	3	1	2	2	2	2	1	3	2	2	1	2	1	2	1	1	1	2	2	2	2	3	3	3	3	3	2
CD05: Organisational capability is monitored and evaluated	3	2	1	1	2	1	2	2	2	2	2	2	1	2	1	1	1	2	2	1	1	2	3	3	3	2	2	2

KEY AREA 8 – LEADERSHIP (LD)

The ability to empower and influence others and drive change at all levels and across all functions of CDEM.

Leadership is important for the development, **communication** and achievement of CDEM outcomes. Leaders must be able to initiate and engage in **relationship management** activities with energy and motivation. Leaders demonstrate personal strength, courage, integrity and the ability to influence others and drive change. A crucial component of leadership is self management, which includes a learning curiosity and commitment that demonstrates an individual's desire to lead their own **capability development**.

Leadership is exercised within integrated **planning**, for example representing an organisation, contributing to planning in a consultative way, and driving the process. Leadership must occur at all levels in an organisation or operating structure to create an environment that empowers others to act and succeed. While there are specific leadership and management positions within CDEM, the competencies in this key area are relevant to every individual operating in CDEM, regardless of their role.

There are four competencies in the key area of Leadership:

LD01 A CDEM vision is developed and articulated.

LD02 An environment is created that empowers others to act and succeed.

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change.

LD04 Leadership is demonstrated through professional conduct and effective self management.

LD01 A CDEM vision is developed and articulated	
1. All practitioners	○ Contributes to the development of a shared vision and direction for CDEM.
2. Supervisory or experienced	○ Considers the strategic view during the development of a CDEM vision and direction.
3. Advanced expertise or significant leadership	○ Articulates the vision and direction in order to gain commitment from key CDEM partners.
	○ Champions CDEM outcomes in high-level strategies and plans (such as Long Term Council Community Plans, regional policy statements, and corporate statements of intent).
	○ Helps others see linkages between the organisation's vision, values, systems and processes.

LD02 An environment is created that empowers others to act and succeed

1. All practitioners	○ Contributes positively to team morale. ○ Demonstrates drive and enthusiasm when participating in activities.
2. Supervisory or experienced	○ Fosters a sense of responsibility in others. ○ Delegates responsibilities as appropriate and required. ○ Supports development of colleagues and peers through such activities as coaching, mentoring, and exchange of ideas. ○ Seeks and develops the ideas of others.
3. Advanced expertise or significant leadership	○ Inspires and influences staff through leading by example. ○ Steers negotiations successfully through complex issues. ○ Provides coaching and mentoring to colleagues and peers.

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change

1. All practitioners	○ Commits to, supports, and aligns actions and behaviours to the CDEM vision and direction. ○ Demonstrates innovation when seeking solutions. ○ Contributes constructively to change by challenging assumptions and seeking solutions. ○ Demonstrates awareness of the implications of decisions made.
2. Supervisory or experienced	○ Demonstrates ability to think strategically. ○ Encourages innovation when seeking solutions. ○ Drives change by constructively challenging assumptions and seeking solutions. ○ Demonstrates understanding of the implications of decisions made. ○ Makes informed, decisive and timely decisions based on all available information and analysis.
3. Advanced expertise or significant leadership	○ Leads diverse groups towards a shared vision. ○ Influences at the political governance level. ○ Champions CDEM when engaging at all levels with existing and potential partners and communities.

KEY AREA 8 – LEADERSHIP (LD)

LD04 Leadership is demonstrated through professional conduct and effective self management	
1. All practitioners*	○ Displays willingness and ability to review, reflect on, and adapt behaviour.
	○ Aligns actions and behaviours to the CDEM vision and direction.
	○ Contributes positively to team morale.
	○ Listens actively and is receptive to alternative viewpoints.
	○ Demonstrates drive and enthusiasm when participating in activities.
	○ Monitors own stress levels and takes appropriate action to minimise impact on self and others.
	○ Evaluates own capability and identifies areas for development.
	○ Operates in accordance with organisational and professional ethics.
	○ Represents the organisation in a way which maintains reputation and credibility.

LD04 refers to the competencies expected of all individuals operating in CDEM. For this reason, all indicators are at the 'All Practitioners' level.

The following table contains the measures of significance (relevance and proficiency) identified in the 2009 online survey for each competency in this key area, in relation to the roles described on page 10.

Leadership

■ Relevance level ■ Proficiency level

	Controller		Recovery Mgr		PIM		EOC Staff		Welfare		Lifelines		Agency Rep.		CDEM RT		Volunteer		EM Advisor		Hazard Analyst		Senior Exec.		Group Mgr		EM Officer	
LD01: A CDEM vision is developed and articulated	2	2	2	2	2	2	1	1	2	1	2	1	2	1	1	1	1	1	2	2	1	2	3	3	3	2	2	2
LD02: An environment is created that empowers others to act and succeed	3	2	2	2	2	2	3	2	2	2	2	2	2	2	2	1	1	1	3	2	2	2	3	3	3	2	3	2
LD03: Leadership is demonstrated through strategic decision making	3	3	3	3	3	2	3	2	2	2	3	2	2	2	3	1	2	1	3	2	2	2	3	3	3	3	3	2
LD04: Leadership is demonstrated through professional conduct and effective self management	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	1

Annex 1: Summary of competencies by role

The tables here are summaries for each CDEM role, showing the measures of **relevance** and **proficiency** (see page 9) against all competencies in the 8 key areas.

CONTROLLER		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	3
RM02	Established relationships are actively managed and sustained.	3	3
IM01	Information needs are identified and understood.	3	3
IM02	Information systems and processes are developed.	3	3
IM03	Systems and processes are applied to collect and maintain information.	3	3
IM04	Information is produced and disseminated.	3	3
IM05	Information systems and processes are evaluated.	3	3
RS01	Hazards and risks are recognised, understood, and communicated.	3	3
RS02	Risk management is understood and applied.	3	3
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	2	3
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	3
PL03	Plans are coordinated and integrated across all levels and partners.	3	3
PL04	Plans are evaluated, and updated.	3	3
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	3
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	3
IP03	Human resources are managed in order to achieve maximum effectiveness.	3	3
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	3	3
IP05	Financial management processes are implemented, and funds allocated.	2	3
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	3
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	2
CM03	Public information messages are developed and disseminated during response and recovery.	3	3
CM04	Media are engaged in public information management and public education.	3	2
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	3	2
CD03	CDEM exercises are developed and carried out.	3	3
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	3	3
CD05	Organisational capability is monitored and evaluated.	3	2
LD01	A CDEM vision is developed and articulated.	2	3
LD02	An environment is created that empowers others to act and succeed.	3	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	3
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

Annex 1: Summary of competencies by role

RECOVERY MANAGER		Measures	
Competencies		Relevance	Proficiency
RM01	Relationships with key individuals, partner organisations and communities are established.	3	3
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	3	2
IM03	Systems and processes are applied to collect and maintain information.	2	2
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	2	1
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	2	2
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	2	2
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	3
PL03	Plans are coordinated and integrated across all levels and partners.	2	2
PL04	Plans are evaluated, and updated.	2	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	2	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	3	2
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	3	2
IP05	Financial management processes are implemented, and funds allocated.	3	2
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	2
CM03	Public information messages are developed and disseminated during response and recovery.	3	2
CM04	Media are engaged in public information management and public education.	2	2
CD01	Capability development opportunities are actively sought and undertaken.	3	3
CD02	Training and education programmes are developed and delivered.	1	2
CD03	CDEM exercises are developed and carried out.	2	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	1	2
CD05	Organisational capability is monitored and evaluated.	1	1
LD01	A CDEM vision is developed and articulated.	2	2
LD02	An environment is created that empowers others to act and succeed.	2	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	3
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

PUBLIC INFORMATION MANAGER		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	3
IM02	Information systems and processes are developed.	3	2
IM03	Systems and processes are applied to collect and maintain information.	3	2
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	2	1
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	2	1
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	2	1
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	3
PL03	Plans are coordinated and integrated across all levels and partners.	2	2
PL04	Plans are evaluated, and updated.	2	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	2	2
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	2	1
IP05	Financial management processes are implemented, and funds allocated.	1	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	3
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	3	3
CM03	Public information messages are developed and disseminated during response and recovery.	3	3
CM04	Media are engaged in public information management and public education.	3	3
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	1	2
CD03	CDEM exercises are developed and carried out.	2	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	2	2
CD05	Organisational capability is monitored and evaluated.	2	1
LD01	A CDEM vision is developed and articulated.	2	2
LD02	An environment is created that empowers others to act and succeed.	2	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	2
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

Annex 1: Summary of competencies by role

EMERGENCY OPERATIONS CENTRE STAFF		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	3	2
IM03	Systems and processes are applied to collect and maintain information.	3	2
IM04	Information is produced and disseminated.	2	2
IM05	Information systems and processes are evaluated.	2	1
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	3	2
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	3	1
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	3
PL03	Plans are coordinated and integrated across all levels and partners.	3	2
PL04	Plans are evaluated, and updated.	3	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	3	1
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	3	2
IP05	Financial management processes are implemented, and funds allocated.	2	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	1	2
CM03	Public information messages are developed and disseminated during response and recovery.	2	2
CM04	Media are engaged in public information management and public education.	2	1
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	2	1
CD03	CDEM exercises are developed and carried out.	3	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	2	1
CD05	Organisational capability is monitored and evaluated.	2	2
LD01	A CDEM vision is developed and articulated.	1	1
LD02	An environment is created that empowers others to act and succeed.	3	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	2
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

WELFARE ROLES		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	2	2
IM03	Systems and processes are applied to collect and maintain information.	2	1
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	2	2
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	3	2
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	2	1
PL01	Purposes and objectives of plans are agreed and understood.	3	2
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	2
PL03	Plans are coordinated and integrated across all levels and partners.	3	2
PL04	Plans are evaluated, and updated.	2	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	2	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	2	2
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	2	2
IP05	Financial management processes are implemented, and funds allocated.	2	2
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	1
CM03	Public information messages are developed and disseminated during response and recovery.	2	2
CM04	Media are engaged in public information management and public education.	2	1
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	2	2
CD03	CDEM exercises are developed and carried out.	2	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	3	2
CD05	Organisational capability is monitored and evaluated.	2	2
LD01	A CDEM vision is developed and articulated.	2	1
LD02	An environment is created that empowers others to act and succeed.	2	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	2	2
LDO4	Leadership is demonstrated through professional conduct and effective self management.	3	1

Annex 1: Summary of competencies by role

LIFELINES UTILITY COORDINATOR		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	2	1
IM03	Systems and processes are applied to collect and maintain information.	3	2
IM04	Information is produced and disseminated.	3	3
IM05	Information systems and processes are evaluated.	3	2
RS01	Hazards and risks are recognised, understood, and communicated.	3	3
RS02	Risk management is understood and applied.	3	3
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	2	3
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	3
PL03	Plans are coordinated and integrated across all levels and partners.	3	3
PL04	Plans are evaluated, and updated.	3	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	3
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	3
IP03	Human resources are managed in order to achieve maximum effectiveness.	2	1
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	3	2
IP05	Financial management processes are implemented, and funds allocated.	1	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	2
CM03	Public information messages are developed and disseminated during response and recovery.	2	1
CM04	Media are engaged in public information management and public education.	1	1
CD01	Capability development opportunities are actively sought and undertaken.	3	3
CD02	Training and education programmes are developed and delivered.	2	2
CD03	CDEM exercises are developed and carried out.	2	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	2	1
CD05	Organisational capability is monitored and evaluated.	2	2
LD01	A CDEM vision is developed and articulated.	2	1
LD02	An environment is created that empowers others to act and succeed.	2	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	2
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

AGENCY REP/LIAISON OFFICER		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	3	2
IM03	Systems and processes are applied to collect and maintain information.	3	2
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	2	2
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	3	2
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	3	2
PL01	Purposes and objectives of plans are agreed and understood.	3	2
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	2
PL03	Plans are coordinated and integrated across all levels and partners.	3	2
PL04	Plans are evaluated, and updated.	3	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	2	1
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	3	2
IP05	Financial management processes are implemented, and funds allocated.	2	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	2
CM03	Public information messages are developed and disseminated during response and recovery.	2	2
CM04	Media are engaged in public information management and public education.	1	1
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	2	1
CD03	CDEM exercises are developed and carried out.	3	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	2	1
CD05	Organisational capability is monitored and evaluated.	2	1
LD01	A CDEM vision is developed and articulated.	2	1
LD02	An environment is created that empowers others to act and succeed.	2	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	2	2
LDO4	Leadership is demonstrated through professional conduct and effective self management.	3	1

Annex 1: Summary of competencies by role

CDEM RESPONSE TEAM		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	2	1
RM02	Established relationships are actively managed and sustained.	2	1
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	3	2
IM03	Systems and processes are applied to collect and maintain information.	3	2
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	1	1
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	3	2
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	2	1
PL01	Purposes and objectives of plans are agreed and understood.	3	2
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	1
PL03	Plans are coordinated and integrated across all levels and partners.	3	2
PL04	Plans are evaluated, and updated.	3	1
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	1	1
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	2	2
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	2	2
IP05	Financial management processes are implemented, and funds allocated.	1	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	2	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	1	1
CM03	Public information messages are developed and disseminated during response and recovery.	1	1
CM04	Media are engaged in public information management and public education.	1	1
CD01	Capability development opportunities are actively sought and undertaken.	3	1
CD02	Training and education programmes are developed and delivered.	3	2
CD03	CDEM exercises are developed and carried out.	3	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	2	1
CD05	Organisational capability is monitored and evaluated.	2	1
LD01	A CDEM vision is developed and articulated.	1	1
LD02	An environment is created that empowers others to act and succeed.	2	1
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	1
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

UNASSIGNED VOLUNTEERS		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	2	1
RM02	Established relationships are actively managed and sustained.	2	1
IM01	Information needs are identified and understood.	2	1
IM02	Information systems and processes are developed.	1	1
IM03	Systems and processes are applied to collect and maintain information.	2	1
IM04	Information is produced and disseminated.	2	1
IM05	Information systems and processes are evaluated.	1	1
RS01	Hazards and risks are recognised, understood, and communicated.	2	1
RS02	Risk management is understood and applied.	2	1
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	1	1
PL01	Purposes and objectives of plans are agreed and understood.	3	1
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	1	1
PL03	Plans are coordinated and integrated across all levels and partners.	1	1
PL04	Plans are evaluated, and updated.	1	1
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	1
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	1
IP03	Human resources are managed in order to achieve maximum effectiveness.	1	1
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	2	1
IP05	Financial management processes are implemented, and funds allocated.	1	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	2	1
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	1	1
CM03	Public information messages are developed and disseminated during response and recovery.	1	1
CM04	Media are engaged in public information management and public education.	1	1
CD01	Capability development opportunities are actively sought and undertaken.	3	1
CD02	Training and education programmes are developed and delivered.	1	1
CD03	CDEM exercises are developed and carried out.	1	1
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	1	1
CD05	Organisational capability is monitored and evaluated.	1	1
LD01	A CDEM vision is developed and articulated.	1	1
LD02	An environment is created that empowers others to act and succeed.	1	1
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	2	1
LDO4	Leadership is demonstrated through professional conduct and effective self management.	3	1

Annex 1: Summary of competencies by role

EMERGENCY MANAGEMENT ADVISOR		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	2	2
IM03	Systems and processes are applied to collect and maintain information.	3	2
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	2	2
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	3	2
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	2	2
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	3
PL03	Plans are coordinated and integrated across all levels and partners.	3	3
PL04	Plans are evaluated, and updated.	3	3
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	3
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	2	1
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	2	2
IP05	Financial management processes are implemented, and funds allocated.	2	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	3
CM03	Public information messages are developed and disseminated during response and recovery.	2	2
CM04	Media are engaged in public information management and public education.	2	1
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	2	1
CD03	CDEM exercises are developed and carried out.	3	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	2	2
CD05	Organisational capability is monitored and evaluated.	2	2
LD01	A CDEM vision is developed and articulated.	2	2
LD02	An environment is created that empowers others to act and succeed.	3	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	2
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

HAZARD ANALYST/PLANNER		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	2	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	2	2
IM03	Systems and processes are applied to collect and maintain information.	2	2
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	2	2
RS01	Hazards and risks are recognised, understood, and communicated.	3	3
RS02	Risk management is understood and applied.	3	3
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	3	3
PL01	Purposes and objectives of plans are agreed and understood.	3	2
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	2
PL03	Plans are coordinated and integrated across all levels and partners.	3	2
PL04	Plans are evaluated, and updated.	3	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	1	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	1	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	1	1
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	1	2
IP05	Financial management processes are implemented, and funds allocated.	1	1
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	2
CM03	Public information messages are developed and disseminated during response and recovery.	2	2
CM04	Media are engaged in public information management and public education.	1	1
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	1	1
CD03	CDEM exercises are developed and carried out.	2	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	2	2
CD05	Organisational capability is monitored and evaluated.	1	1
LD01	A CDEM vision is developed and articulated.	1	2
LD02	An environment is created that empowers others to act and succeed.	2	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	2	2
LDO4	Leadership is demonstrated through professional conduct and effective self management.	3	1

Annex 1: Summary of competencies by role

SENIOR EXECUTIVE		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	3
RM02	Established relationships are actively managed and sustained.	3	3
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	3	2
IM03	Systems and processes are applied to collect and maintain information.	2	3
IM04	Information is produced and disseminated.	3	3
IM05	Information systems and processes are evaluated.	2	3
RS01	Hazards and risks are recognised, understood, and communicated.	3	3
RS02	Risk management is understood and applied.	3	3
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	3	3
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	3
PL03	Plans are coordinated and integrated across all levels and partners.	3	3
PL04	Plans are evaluated, and updated.	2	3
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	2	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	3
IP03	Human resources are managed in order to achieve maximum effectiveness.	3	2
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	2	2
IP05	Financial management processes are implemented, and funds allocated.	3	3
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	3
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	3
CM03	Public information messages are developed and disseminated during response and recovery.	2	2
CM04	Media are engaged in public information management and public education.	3	3
CD01	Capability development opportunities are actively sought and undertaken.	3	3
CD02	Training and education programmes are developed and delivered.	2	2
CD03	CDEM exercises are developed and carried out.	2	3
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	3	3
CD05	Organisational capability is monitored and evaluated.	2	3
LD01	A CDEM vision is developed and articulated.	3	3
LD02	An environment is created that empowers others to act and succeed.	3	3
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	3
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1

CDEM GROUP MANAGER		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	3
RM02	Established relationships are actively managed and sustained.	3	3
IM01	Information needs are identified and understood.	3	3
IM02	Information systems and processes are developed.	3	3
IM03	Systems and processes are applied to collect and maintain information.	3	3
IM04	Information is produced and disseminated.	3	3
IM05	Information systems and processes are evaluated.	3	3
RS01	Hazards and risks are recognised, understood, and communicated.	3	3
RS02	Risk management is understood and applied.	3	3
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	3	3
PL01	Purposes and objectives of plans are agreed and understood.	3	3
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	2
PL03	Plans are coordinated and integrated across all levels and partners.	3	3
PL04	Plans are evaluated, and updated.	3	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	3
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	3
IP03	Human resources are managed in order to achieve maximum effectiveness.	3	2
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	3	2
IP05	Financial management processes are implemented, and funds allocated.	3	2
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	3
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	3	2
CM03	Public information messages are developed and disseminated during response and recovery.	3	3
CM04	Media are engaged in public information management and public education.	3	2
CD01	Capability development opportunities are actively sought and undertaken.	3	3
CD02	Training and education programmes are developed and delivered.	3	3
CD03	CDEM exercises are developed and carried out.	3	3
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	3	3
CD05	Organisational capability is monitored and evaluated.	3	3
LD01	A CDEM vision is developed and articulated.	3	2
LD02	An environment is created that empowers others to act and succeed.	3	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	3
LDO4	Leadership is demonstrated through professional conduct and effective self management.	3	1

Annex 1: Summary of competencies by role

EMERGENCY MANAGEMENT OFFICER		Measures	
Competencies		**Relevance**	**Proficiency**
RM01	Relationships with key individuals, partner organisations and communities are established.	3	2
RM02	Established relationships are actively managed and sustained.	3	2
IM01	Information needs are identified and understood.	3	2
IM02	Information systems and processes are developed.	3	2
IM03	Systems and processes are applied to collect and maintain information.	3	2
IM04	Information is produced and disseminated.	3	2
IM05	Information systems and processes are evaluated.	3	2
RS01	Hazards and risks are recognised, understood, and communicated.	3	2
RS02	Risk management is understood and applied.	3	2
RS03	Risk management processes and outcomes are monitored, evaluated, and reviewed.	3	2
PL01	Purposes and objectives of plans are agreed and understood.	3	2
PL02	Plans are developed, written and maintained in accordance with the agreed purpose and objectives.	3	2
PL03	Plans are coordinated and integrated across all levels and partners.	3	2
PL04	Plans are evaluated, and updated.	3	2
IP01	Assigned EOC roles are performed in accordance with existing plans and standard operating procedures.	3	2
IP02	Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures.	3	2
IP03	Human resources are managed in order to achieve maximum effectiveness.	3	2
IP04	Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness.	3	2
IP05	Financial management processes are implemented, and funds allocated.	2	2
CM01	Effective communication with partners and communities is achieved at all levels and across all functions of CDEM.	3	2
CM02	CDEM public education/risk communication programmes are developed to support community readiness and risk reduction.	2	2
CM03	Public information messages are developed and disseminated during response and recovery.	3	2
CM04	Media are engaged in public information management and public education.	2	2
CD01	Capability development opportunities are actively sought and undertaken.	3	2
CD02	Training and education programmes are developed and delivered.	3	2
CD03	CDEM exercises are developed and carried out.	3	2
CD04	Capability development opportunities are provided to build a workforce of competent personnel.	3	2
CD05	Organisational capability is monitored and evaluated.	2	2
LD01	A CDEM vision is developed and articulated.	2	2
LD02	An environment is created that empowers others to act and succeed.	3	2
LD03	Leadership is demonstrated through strategic decision making that influences others and drives change.	3	2
LD04	Leadership is demonstrated through professional conduct and effective self management.	3	1