



Civil Defence Emergency Management

# Competency Framework Role Map

# CDEM Coordination Centre - Intelligence



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# Role Map Overview

## About role maps

Role maps contain skill, knowledge and attribute statements for a specific CDEM role; in this case the functional area of Intelligence in a Coordination Centre. These statements detail what it is a person needs to be able to **do**, and what they need to **know** to be able to perform in their role, and the personal attributes that best suit that role. All of the skill and knowledge statements are linked to at least one competency in the CDEM Competency Framework, reinforcing the integrated nature of the competencies.

## About this role map

It is important to note that this role map covers everything that a person working in the functional area of CC Intelligence may be required to know or do.

The information in a role map can be applied to inform the development of learning objectives, training, job descriptions etc. that are specific to CC Intelligence.

**Note: A role map is neither a job description, nor training material.**

Development of these types of tools is usually undertaken by learning and development or human resource practitioners. Consequently, this role map has been developed with these people in mind.

If you work in CC Intelligence and are looking at this information for the first time remember that it is just a list of all the possible things a person needs to be able to do or what they need to know to perform an Intelligence role in the CC.

## Proficiency levels

The statements detailed in this role map are accompanied by the relevant proficiency level for different hierarchical levels within an CC Intelligence team. The proficiency levels used are taken from the CDEM Competency Framework technical standard and are displayed below for easy reference:

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.

# Role Map Overview, continued

## Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the role effectively. Knowledge statements are reported at three levels – **Awareness, Knowledge** and **Comprehensive Understanding**.

### Awareness:

Has a basic understanding of the relevant concepts and methods and is able to source additional information if required.

### Knowledge:

Understands and applies advanced concepts and methods to guide own work, and is able to source additional information.

## How to use this role map

This role map should not necessarily be read cover to cover. It is a reference document so dip in and out of it according to the key areas or competencies you are focusing on.

Skill and knowledge statements applicable to all eight key areas appear at the beginning of each role map in the red table. These statements are not repeated under each key area.

Knowledge statements common to all eight key areas of the role map

### STATEMENTS COMMON TO ALL KEY AREAS

#### Knowledge of:

- the principles of comprehensive emergency management.
- the response team's role and responsibilities within a CDEM organisation.
- relevant SOPs.
- CDEM terminology.
- risks and hazards in the local area/region.

#### Awareness of:

- key documented arrangements such as MOUs and SLAs.
- CDEM-related legislation.
- roles and responsibilities of, and within, all CDEM organisations.

Skill and knowledge statements common to **all the competencies in a key area** are grouped together in the opening blue box.

Knowledge statements common across the entire key area of Risk Management

### STATEMENTS COMMON TO RS01 - RS03

#### Knowledge common to these competencies

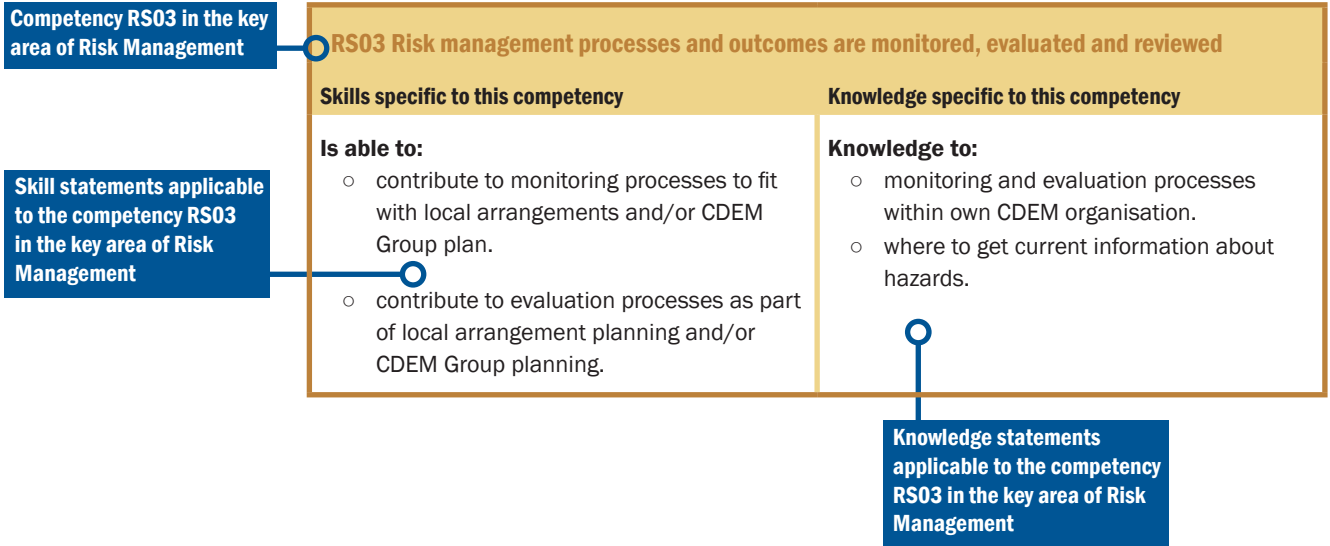
#### Knowledge of:

- the New Zealand Hazardscape and the definition of hazards
- the Health and Safety in Employment Act (1992)

#### Awareness of:

- the principles of risk management

Skill and knowledge statements **specific to each competency within a key area** are detailed in colour-coded tables based upon the colour scheme adopted in the CDEM Competency Framework technical standard document.



**For assistance**

For further assistance and advice about how to use this role map contact:

MCDEM Professional Development  
 Ph 04 817 8583  
 Email MCDEMCapDev@dpmc.govt.nz

# Coordination Centres - Intelligence

<p><b>Framework responsibilities:</b></p>	<p>Under the current CDEM arrangements as described by the CDEM Act 2002, the National CDEM Plan, the Guide to the National CDEM Plan and the National CDEM Strategy, there are certain responsibilities agreed by the CDEM sector.</p> <p>The Controller will direct and coordinate emergency operations from the Coordination Centre (CC). Staffing levels and resources should be sufficient to permit the centre to function smoothly and efficiently, irrespective of the duration of the emergency. Functional teams within an CC operate according to the principles of the Coordinated Incident Management System</p>
<p><b>Description of the functional area:</b></p>	<p>Intelligence is responsible for carrying out structured and rigorous collection, collation, development, dissemination and maintenance of situation intelligence (including the situation report and contribution to action plans) in coordination with other CC functions. This is necessary in order to enhance the common operating picture, assist in forecasting the potential future course and future implications of the event, contribute to the planning process and inform specific intelligence outputs.</p>
<p><b>Attributes</b></p>	<p><b>Essential attributes (All practitioners)</b></p> <ul style="list-style-type: none"> <li>○ Demonstrates ability to manage own wellbeing in a pressured environment.</li> <li>○ Demonstrates the ability to follow instructions and work unsupervised.</li> <li>○ Has the ability to cope with stressful situations within a confused and rapidly changing environment.</li> <li>○ Demonstrates confidence to work quickly and accurately when dissemination of information is time critical but the situation is unclear.</li> <li>○ Demonstrates professionalism, and fosters professional behaviour in others.</li> <li>○ Is reliable and able to be depended on.</li> <li>○ Demonstrates the ability to see own role in relation to the wider operational context.</li> </ul> <p><b>(Supervisory/experienced)</b></p> <ul style="list-style-type: none"> <li>○ Supports colleagues, and is collaborative</li> <li>○ Fosters supportive and collaborative team environment, and shared ownership of activities and outcomes.</li> <li>○ Is a strategic thinker with strong analytical skills and ability to see the 'big picture'.</li> <li>○ Ability to think clearly and strategically under pressure.</li> <li>○ Demonstrates leadership, and motivates others.</li> <li>○ Demonstrates flexibility in a rapidly changing environment.</li> <li>○ Demonstrates willingness to collect, document, and reference key information defining activities, understandings, decisions and outcomes.</li> <li>○ Is committed to a positive culture of collaboration and shared ownership of activities and outcomes in a multi-agency environment.</li> </ul> <p><b>(Advanced/leadership)</b></p> <ul style="list-style-type: none"> <li>○ Demonstrates ability to establish credibility and gain confidence.</li> <li>○ Maintains focus and clear purpose in a dynamic environment with multiple demands.</li> <li>○ Is innovative and solutions-focused when problem solving.</li> </ul>

<p><b>Key documents and references for this role</b></p>	<ul style="list-style-type: none"> <li>○ CDEM Group Plans and local arrangements</li> <li>○ CDEM Act 2002.</li> <li>○ National CDEM Strategy.</li> <li>○ The National CDEM Plan 2005.</li> <li>○ The Guide to the National CDEM Plan.</li> <li>○ CDEM Group/Local Evacuation Plans.</li> <li>○ Intelligence standard operating procedures (SOPs).</li> </ul>
<p><b>Acronyms and abbreviations</b></p>	<ul style="list-style-type: none"> <li>○ Action plan – refers to any action plan developed in an CC for an emergency event.</li> <li>○ CDEM – Civil Defence Emergency Management</li> <li>○ CEG – Coordinating Executive Group</li> <li>○ CIMS – Coordinated Incident Management System</li> <li>○ CC – Coordination Centre</li> <li>○ ICT – Information and Communication Technology.</li> <li>○ LA – Local Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities).</li> <li>○ LTCCP – Long Term Council Community Plan</li> <li>○ LWC – Local Welfare Committee</li> <li>○ MCDEM – Ministry of Civil Defence &amp; Emergency Management</li> <li>○ MOU – Memoranda of Understanding</li> <li>○ NCMC – National Crisis Management Centre</li> <li>○ PIM – Public Information Manager</li> <li>○ Sitrep – Situation Report</li> <li>○ SLA – Service Level Agreement</li> <li>○ SOPs – Standard Operating Procedures</li> </ul>

# Statements common to all key areas

STATEMENTS COMMON TO ALL EIGHT AREAS	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Maintain personal readiness.	✓		
Demonstrate understanding of the CDEM structure in New Zealand.	✓		
Escalate an issue to the appropriate person, when a resolution is important and requires other input.	✓		
Manage a team within the CC in order to achieve operation objectives and in accordance with standard operating procedures.		✓	
Apply understanding of the CDEM structure in New Zealand.		✓	
Prioritise tasks to ensure work outputs are timely and aligned to plans and response objectives		✓	
<b>Knowledge of:</b>			
The CDEM Act.	✓		
CDEM terminology.	✓		
The principles of comprehensive emergency management.	✓		
The principles of the Coordinated Incident Management System.	✓		
Risks and hazards in the local area/region as detailed in Group and/or local plans	✓		
Key documented arrangements such as Memoranda of Understanding (MOUs), and service level agreements (SLAs).	✓		
Relevant standard operating procedures.	✓		
CC response levels.	✓		
CC responsibilities	✓		
Provide direction and support.	✓		
Information collection, evaluation and display.	✓		
Coordination of agencies and operations.	✓		
Resource management.	✓		
Telecommunications.	✓		
Public information & warnings.	✓		
CC organisational structure.	✓		
Planning team structure	✓		
Key roles, functions and duties of partner agencies and organisations and local authorities under the CDEM Act.	✓		
Relevant CC Standard Operating Procedures (SOPs) which an individual must adhere to in order to undertake their role effectively and efficiently	✓		
CDEM response planning process: action, contingency, long-term recovery		✓	
NZ Hazardscape and the definition of hazards as detailed in the National Hazardscape Report			✓
Arrangements such as Service Level Agreements and Memoranda of Understanding in order to activate, utilise and reciprocate these agreements			✓

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Awareness of:			
The New Zealand Hazardscape and the definition of hazards.	✓		
The Health and Safety in Employment Act (1992).	✓		
The principles of risk management.	✓		
Risks and hazards in the local area/region.	✓		
Emergency powers stated in the CDEM Act 2002 (particular s85 and s90) and when they come into effect.	✓		
The objectives of the CDEM Group Plan and associated contingency or supporting plans		✓	

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# KEY AREA 1: RELATIONSHIP MANAGEMENT

<b>RM01 Relationships with key individuals, partner organisations and communities are established</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Identify key stakeholders, community groups (if relevant) and partner agencies, and build relationships with them to support the achievement of CDEM outcomes		✓	
<i>Function Specific Statements</i>			
Develop effective relationships within an organisation.	✓		
Establish and develop relationships with people and communities of other cultures.	✓		
Maintain inventory of technical specialists.	✓		
Identify key individuals, partner organisations and communities to be engaged.		✓	
Establish understanding of key individuals', partner organisations and communities to be engaged.		✓	
Contribute to the identification of barriers to engagement and development of solutions to overcome barriers.		✓	
Identify and develop relationships with people in other organisations and agencies.		✓	
<b>Knowledge of:</b>			
Key individuals in other organisations and agencies.		✓	

<b>RM02 Established relationships are actively managed and sustained</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Clearly record understandings, commitments and expectations within relevant planning and procedural documentation.	✓		
Address issues of concern or conflict in a relationship in a constructive manner.	✓		
Champion the organisation to external partners and communities.		✓	
<i>Function Specific Statements</i>			
Demonstrate effective time management in response to the current situation.	✓		
Document participation in activities in accordance with organisational requirements.	✓		
Articulate and communicate views to a target audience.	✓		
Operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding.	✓		
Address issues of concern within a relationship in an appropriate manner.	✓		
Liaise with technical specialists.	✓		
Liaise with other function managers in the CC during a response/recovery operation.		✓	

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Knowledge of:			
<i>Function Specific Statements</i>			
Relevant standard operating procedures.	✓		
Information systems in own and other CDEM organisations.	✓		
Existing understandings, arrangements and agreements with partner agencies.	✓		
Awareness of:			
<i>Function Generic Statements</i>			
Current issues relevant to the relationships		✓	

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## KEY AREA 2: INFORMATION MANAGEMENT

Statements common to IM01 - IM05	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Identify and apply the legislative requirements for gathering, storing, releasing and disposing of information.	✓		
Keep accurate and detailed records.	✓		
Describe and carry out tasks of the Intelligence function in the CC during an emergency.	✓		
Identify and use the correct information systems and processes.	✓		
Establish and operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios and perform basic fault finding.	✓		
Develop and maintain SOPs for an Intelligence team in accordance with organisational protocols		✓	
Be accountable for the collection, evaluation and collation of intelligence.			✓
<b>Knowledge of:</b>			
<i>Function Generic Statements</i>			
The local CDEM and organisation's information systems and processes.	✓		
<i>Function Specific Statements</i>			
Databases used for storing information such as plans, and standard operating procedures.	✓		
The Privacy Act (1993) principles.	✓		
The Official Information Act.	✓		
The Local Government Official Information Act.	✓		
The Local Government Act.	✓		
Suitable systems and processes for information collection, collation, storage and distribution.	✓		
The CDEM organisation's information code of conduct.	✓		
How to establish and operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding.	✓		
The intelligence cycle and what intelligence is.	✓		
Inbound information protocols.	✓		
The situation report purpose, process and protocols.	✓		
The process for the development of the information collection plan.	✓		
The information requirements of the CC.		✓	
Recovery concepts, processes and facilities.			✓

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<b>IM01 Information needs are identified and understood</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Establish information requirements and sources in a timely manner	✓		
<i>Function Specific Statements</i>			
Assess the validity and credibility of information.	✓		
Process and summarise information as required.	✓		
Identify operational information requirements.	✓		
Identify the purpose of the information and the outcomes required.		✓	
Identify audience(s) and determine their information needs.		✓	
Identify sources of information, including research, to meet the needs of the audience(s).		✓	
<b>Knowledge of:</b>			
<i>Function Generic Statements</i>			
The information needs of key stakeholders.	✓		
<i>Function Specific Statements</i>			
The types of intelligence products produced in the CC.	✓		
The CDEM organisation's information code of conduct.	✓		
The objectives of the CDEM Group plan and associated contingency or supporting plans.	✓		
<b>Awareness of:</b>			
The hazards in the local area/region.	✓		

<b>IM02 Information systems and processes are developed</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Identify and use alternative information systems when the primary systems are not operational.	✓		
Select systems and/or processes that match information requirements and are fit for purpose.	✓		
Design systems and processes to meet information needs maximising available resources.		✓	
<b>Knowledge of:</b>			
The local CDEM and organisation's information systems and processes.	✓		
Potential failures possible in existing information systems and how to address them.	✓		
Alternative information systems to use when the primary systems are not operational.	✓		

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IM03 Systems and processes are applied to collect and maintain information	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Undertake analysis to identify and highlight gaps in information to support response objectives		✓	
Adapt to changing circumstances by monitoring and reassessing information requirements in a timely and regular manner		✓	
<i>Function Specific Statements</i>			
Receive inbound communications.	✓		
Contribute to the task implementation meeting.	✓		
Coordinate the task implementation meeting.	✓		
Create sub tasks (where required)	✓		
Update and complete all tasks assigned to the Intelligence team.	✓		
Complete the information collection tasks detailed in the plan.	✓		
Accurately records and maintains geographical data relating to an emergency event.	✓		
Capture geographic data using systems and tools.	✓		
Collect information to support assessment.	✓		
Regularly update information to maintain currency using developed processes and systems.	✓		
Collect information and assess it for relevance and reliability.		✓	
Collate information using systems and tools to fulfil the requirements of the situation, including within agreed timeframe.		✓	
Monitor and reassess information needs.		✓	
Apply the intelligence cycle ( Direction/Information collection: information processing; Interpretation, development and design; monitoring and review		✓	
Oversee the recording and maintenance of geographical data relating to an emergency event.		✓	
Ensures that all tasks assigned to the Intelligence team are updated and complete.		✓	
Monitor intelligence gathered.		✓	
Establish and reassess the information collection plan when required.		✓	
Knowledge of:			
The situation reporting process used by the CDEM Groups, Local Authorities and the NCMC.	✓		
Available and relevant information channels.	✓		
Different sources of information and how to determine their reliability and validity.	✓		
Information requirements and possible tasking to support planning process.	✓		

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IM04 Information is produced and disseminated	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Produce information that is fit for purpose: clear, concise, comprehensive, well-structured and in plain language	✓		
Identify and use a range of relevant tools to communicate information promptly and in the most usable format for the audience	✓		
Compile documents on complex matters that are clear, concise, well-structured, and translate technical information		✓	
<i>Function Specific Statements</i>			
Structure information to make it suitable for a range of purposes.	✓		
Identify and use a range of tools to communicate information (e.g. bulletin and display boards, log boards).	✓		
Conducts environmental scanning via internet, log records, other CC functions, other local or regional CDEM partners, science agencies, government agencies, local/regional databases and broadcast media.	✓		
Create sub tasks where required for individual Intelligence sub functions.	✓		
Update and complete all tasks assigned to the Intelligence team.	✓		
Contribute to the development of an information collection plan.	✓		
Ensure that environmental scanning to collect intelligence data is being conducted by Intelligence Officers.	✓		
Contribute to the evaluation of information.	✓		
Contribute to the identification of information gaps.	✓		
Conduct environmental scans to ensure a complete set of information.	✓		
Assist in the production of information in a form that is fit for purpose in a timely manner.	✓		
Summarise information clearly and concisely.	✓		
Disseminate relevant and current information to identified audiences.	✓		
Translate outcomes of the Intelligence Cycle into map displays.	✓		
Contribute to the development of the CC debrief report.	✓		
Use geographic data to create map displays.		✓	
Produce intelligence products.		✓	
Ensure that all tasks assigned to the Intelligence team are updated and complete.		✓	
Contribute to the development of advisory and warning messages locally and regionally.		✓	
Initiate and oversee the development of the information collection plan.		✓	
Oversee and contribute to the development of the consequence, hazards and situation reports.		✓	
Ensure that all relevant information/data is processed through the intelligence cycle.		✓	
Rapidly produce and disseminate advisory or warning messages to a large contacts group.		✓	

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Evaluate and categorise incoming intelligence data.		✓	
Assess the significance of data and analyse its implications.		✓	
Identify where supplementary data is required.		✓	
Produce a structured analysis of the hazards and consequences represented by the emergency in a hazard and consequence report.		✓	
Produce the CC situation report which contains an accurate and up to date overview of the emergency event and the response actions taken by the response agencies.		✓	
Evaluate the validity and relevance of information.		✓	
Undertake analysis to identify and highlight gaps in information.		✓	
Produce information in a form that is fit for purpose in a timely manner.		✓	
Compile documents on complex matters that are clear, concise, well-structured, and translate technical information		✓	
<b>Knowledge of:</b>			
<i>Function Generic Statements</i>			
Information flow systems and processes.	✓		
<i>Function Specific Statements</i>			
The requirements for, and structure of, situation reports.	✓		
Prescribed organisational forms.	✓		
Organisation's timelines for information reporting.	✓		
Different sources of information and their reliability.	✓		

<b>IM05 Information systems and processes are evaluated</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Implement improvements to information systems and processes.	✓		
<i>Function Specific Statements</i>			
Perform system checks.	✓		
Contribute to the monitoring and evaluation of information systems and processes.	✓		
Support the implementation of improvements to information systems and processes.	✓		
Apply monitoring and evaluation techniques to determine solutions to problems.		✓	
Conduct briefings and debriefings with team members using a standardised format to evaluate a response, identify and implement improvements to be made and take steps to remedy emerging issues.		✓	
Verbally brief on the situation.		✓	
<b>Knowledge of:</b>			
Standard briefing and debriefing processes.	✓		

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# KEY AREA 3: RISK MANAGEMENT

Statements common to RM01 - RM05	Proficiency levels		
	1	2	3
Is able to:			
Specific vulnerabilities and at risk groups within communities.	✓		
Knowledge of:			
The New Zealand Hazardscape and the definition of hazards.	✓		
The Health and Safety in Employment Act (1992).	✓		
Awareness of:			
The principles of risk management.	✓		

RS01 Hazards and risks are recognised, understood and communicated	Proficiency levels		
	1	2	3
Is able to:			
Source data on hazards and risks, and community profiles.	✓		
Recognise hazards and their potential consequences.	✓		
Demonstrate awareness of the social, economic, natural and built environments of communities.	✓		
Demonstrate understanding of hazards and their potential consequences.		✓	
Provide technical observations and recommendations to the CC in specialised areas as required.		✓	
Knowledge of:			
The potential consequences of the hazards in the local area/region.	✓		
The types of hazards and their impacts and consequences		✓	
Awareness of:			
Roles and responsibilities of, and within, all CDEM organisations.	✓		
The terminology used in natural hazards and lifeline utility areas.	✓		

RS02 Risk management is understood and applied	Proficiency levels		
	1	2	3
Is able to:			
Take the appropriate steps to eliminate, minimise or isolate identified risk(s).	✓		
Identify and liaise with the correct function in the CC to deal with the risk.	✓		
Apply awareness of the elements of risk to risk analysis and evaluation (as per AS/NZS 4360:2004 Risk Management Standard).	✓		
Communicate risk treatment options to the team clearly and concisely.		✓	

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Produce a structured analysis of the hazards and consequences represented by the emergency in a hazard and consequence report.		✓	
Oversee and contribute to the development of the consequence, hazards and situation reports.		✓	
Apply understanding of the elements of risk to risk analysis and evaluation (as per AS/NZS ISO 31000:2009 Risk Management Standard).		✓	
<b>Knowledge of:</b>			
How to isolate, eliminate and minimise risks at an incident site.	✓		
Key risks, risk controls and residual risk posed by hazard impacts on lifeline utilities.	✓		
Agency roles and functions in regard to managing hazards and risks.	✓		
<b>Awareness of:</b>			
<i>Function Generic Statements</i>			
The principles of risk management.	✓		
<i>Function Specific Statements</i>			
Communities and their vulnerabilities to local area/regional risks.	✓		
Existing risk control measures that are applied to manage hazards and risks in the area/region.	✓		

<b>RS03 Risk management processes and outcomes are monitored, evaluated and reviewed</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Contribute to monitoring processes to fit with local arrangements and/or CDEM Group plan.	✓		
Contribute to evaluation processes as part of local arrangement planning and/or CDEM Group planning.	✓		
Liaise with technical specialists.	✓		
<b>Knowledge of:</b>			
Monitoring and evaluation processes within own CDEM organisation.	✓		
Where to get current information about hazards.	✓		

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.

## KEY AREA 4: PLANNING

Statements common to PL01 - PL05	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Describe and carry out tasks of the Intelligence function in the CC during an emergency.	✓		
Interact with a range of people (including cross functional groups and agencies) to complete intelligence activities.	✓		
<b>Knowledge of:</b>			
CDEM planning processes and documents (e.g Local, CDEM Group Plan and National CDEM Plan).	✓		
The principles of CIMS.	✓		

PL01 Purposes and objectives of plans are agreed and understood	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Explain what agency provides what services and how.	✓		
Define information collection plan objectives.		✓	
Establish and communicate functional objectives and priorities.		✓	
Organise and facilitate effective meetings.		✓	
Recommend courses of action to the Operations Manager.		✓	
Establish the plan's purpose and objectives, ensuring alignment with organisational and sector goals.		✓	
Apply understanding of long-range issues and relationships.		✓	
<b>Knowledge of:</b>			
The composition of the CC action plan.	✓		
The purpose of a national action plan.	✓		
The Planning Manager's intentions for the function as it carries out its assigned tasks.		✓	
The Controller's intentions for the function.		✓	
The purpose of an information collection plan.		✓	
<b>Awareness of:</b>			
<i>Function Generic Statements</i>			
The social, economic, natural and built environments of local communities.	✓		
The higher political objectives the controller is working to.		✓	

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.

PL02 Plans are developed, written and maintained in accordance with the agreed purpose and objectives	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Contribute to the development of CC action plans	✓		
Develop realistic options which clearly align to, and are able to deliver, the controller's intent		✓	
Write action plans using the prescribed format and structure		✓	
Modify plan to adapt to changing circumstances		✓	
<i>Function Specific Statements</i>			
Participate in response planning.	✓		
Collect information and assess it for relevance and reliability.	✓		
Review the current situation.	✓		
Create a plan that defines the information collection tasks required to meet the objective of the plan.	✓		
Complete the information collection tasks detailed in the information collection plan.	✓		
Write plans, processes and procedures consistent with the principles of CIMS for the organisation to use during an emergency.		✓	
Plan for an extended emergency.		✓	
Use planning skills to ensure methodical approach and outcomes.		✓	
Evaluate the objectives of the action plan.		✓	
<b>Knowledge of:</b>			
<i>Function Generic Statements</i>			
CDEM Action Plan processes being used by their CC	✓		
<i>Function Specific Statements</i>			
Planning partners to be engaged.	✓		
Planning requirements and considerations for an emergency response.	✓		
NZ geography.		✓	

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.

PL03 Plans are coordinated and integrated across all levels and partners	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Contribute to the development of an incident action plan.	✓		
Contribute to the development of protocols and SOPs within a given time frame.	✓		
Collaborate with the Operations, Planning and Logistics teams to contribute to the development of a transportation plan.	✓		
Prepare contingency plans to ensure processes are in place to manage emergencies.		✓	
Contribute to a response and recovery plans at the regional (strategic) level.			✓
Conduct Controller team meeting for action plan course of action discussion (including setting the meeting, briefing on course of action, seeking decision and obtaining sign off to develop the action plan.			✓
<b>Knowledge of:</b>			
Planning requirements and considerations for an emergency response.	✓		

PL04 Plans are evaluated and updated	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Evaluate and review the currency of SOPs.	✓		
Apply monitoring and evaluation techniques to test and exercise SOPs and plans.	✓		
Analyse existing plans to determine any updates required.	✓		
Contribute to the evaluation of plans to determine whether objectives have been met.	✓		
Undertake evaluation planning.		✓	
Evaluate plans to determine whether objectives have been met.		✓	
Evaluate the currency of the plan against changes in circumstances, and updates plan accordingly.		✓	
<b>Knowledge of:</b>			
Standard briefing and debriefing processes.	✓		
Monitoring and evaluation processes within CDEM organisations.	✓		
Evaluation and review processes.	✓		

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.

# KEY AREA 5: IMPLEMENTATION

Statements common to IP01 - IP05	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Perform under pressure in a manner which produces effective work	✓		
Adapt quickly to changing requirements, maintaining focus on timely and effective delivery of tasks required by your role	✓		
Make effective decisions with limited information and time	✓		
Develop and maintain Standard Operating Procedures which support personnel to deliver an effective response	✓		
<i>Function Specific Statements</i>			
Describe and carry out tasks of the Intelligence function in the CC during an emergency.	✓		
<b>Knowledge of:</b>			
<i>Function Generic Statements</i>			
Relevant resilience and stress management practices	✓		
<i>Function Specific Statements</i>			
Assigned CC, resources available, how it is operated, its role and responsibilities.	✓		
The Health and Safety in Employment Act (1992).	✓		
The Intelligence team's role and responsibilities within CIMS.	✓		
CIMS Planning structures and processes.		✓	

IP01 Assigned CC roles are performed in accordance with existing plans and standard operating procedures	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Analyse given tasks to deliver the required outcome in an effective and timely manner	✓		
Analyse, implement and monitor relevant operational plans in a timely manner		✓	
Brief and task a team to implement a plan effectively		✓	
<i>Function Specific Statements</i>			
Demonstrate time management practices and principles.	✓		
Apply SOPs to perform CC Planning functions.	✓		
Describe CC Intelligence terms, concepts and structures.	✓		
Collate hazard consequence and resource information.	✓		
Contribute to the development of courses of action.	✓		

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.

Conducts environmental scanning via internet, log records, other CC functions, other local or regional CDEM partners, science agencies, government agencies, local/regional databases and broadcast media.	✓		
Contribute to the task implementation meeting.	✓		
Coordinate the task implementation meeting		✓	
Review the current situation		✓	
Establish the Intelligence function in the CC so that it is appropriately resourced to successfully meet the brief for the action plan.		✓	
Describe and manage the process for the Intelligence function in the CC during an emergency.		✓	
Manage the Intelligence function in the CC during an emergency according to SOPs.		✓	
Implement the Intelligence Manager's priorities (and those of the Controller).		✓	
Analyse intelligence relating to the emergency event.		✓	
Identify and evaluate possible courses of action.		✓	
Demonstrate subject matter expertise in all roles within the function.			✓
Perform quality control (sign off)			✓
<b>Knowledge of:</b>			
<i>Function Generic Statements</i>			
CC functions, roles, relationships and processes	✓		
<i>Function Specific Statements</i>			
The types of intelligence products produced in the CC.	✓		
Prescribed organisation forms and information flow processes.	✓		
Responsibilities of the Intelligence function.	✓		

<b>IP02 Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Use SOPs to effectively coordinate with other agencies		✓	
Facilitate and manage functions in a stressful environment		✓	
Conduct briefings and debriefings with team members to evaluate a response, identify and implement improvements and remedy emergency issues		✓	

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.

<i>Function Specific Statements</i>			
Multi-task under pressure.	✓		
Demonstrate understanding of the CDEM structure in New Zealand.	✓		
Contribute to the establishment and implementation of CC functions.	✓		
Demonstrate understanding of multi-agency coordination systems.	✓		
Act as a point of contact for other function liaison.		✓	
Ensure that environmental scanning to collect intelligence data is being conducted by Intelligence Officers.		✓	
Give clear and concise advice to the Controller.			
Demonstrate analytical thought processes.		✓	
Adhere to Controller directives.		✓	
Represent Intelligence at Controller team meetings and Controllers team meeting for action plan course of discussion.		✓	
Liaise with other function managers.		✓	
Liaise with external stakeholders and agencies.		✓	
Establish priorities for the Intelligence function.		✓	
Manage the delivery and completion of tasks and outputs.		✓	
Conduct Controller team meeting for action plan course of action discussion (including setting the meeting, briefing on course of action, seeking decision and obtaining sign off to develop the action plan.			✓
<b>Knowledge of:</b>			
CC concepts and staging areas.	✓		
How CDEM Groups handle Operations	✓		
Response impacts on recovery.	✓		
Warning methodologies	✓		
Plans of available resources before and after an emergency event	✓		
Evacuation concepts, processes and facilities		✓	

<b>Proficiency level</b>	<b>Description</b>
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.



IPO3 Human resources are managed in order to achieve maximum effectiveness	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Assess the human resources requirements and availability for the scale of the activity, and structure accordingly		✓	
Identify alternative sources of staff to maintain a consistent standard of delivery		✓	
Monitor the performance of individual team members and resources, and take any remedial action required		✓	
Resolve conflicts, confrontations and disagreements in a high pressure situation to minimise negative personal and organisational impacts		✓	
<i>Function Specific Statements</i>			
Resolve conflicts in a range of situations.	✓		
Adhere to internal and national human resource standards and practices.	✓		
Support the identification of competencies required and suitable human resources for specific tasks.	✓		
Contribute to team goal setting and problem solving.	✓		
Encourage and support participation of volunteers.	✓		
Perform team/task oversight.		✓	
Prioritise tasks for the Intelligence function.		✓	
Task other Intelligence sub functions during an emergency.		✓	
Provide clear direction when assigning a staff member a task.		✓	
Manage work flow and resourcing.		✓	
Scale the Intelligence function up and down as required.		✓	
Identify and appoint staff with the relevant skills to positions within the Planning team.		✓	
Demonstrate an understanding of the current demands on staff.		✓	
Match skills to the demand of the situation.		✓	
Consider alternate sources of staff resource.		✓	
Identify the least number of staff required for the Intelligence function.		✓	
Ensure that staff have the resources they require to complete assigned tasks.		✓	
Delegate tasks.		✓	
Monitor staff wellbeing.		✓	
Set minimum standards of performance for individual team roles.		✓	
Assist in the recruitment, appointment and disciplinary processes of team members.		✓	

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.

Provide feedback to manage team performance against agreed standards.		✓	
Manage HR protocols/procedures within the team.		✓	
Operate and maintain the Intelligence team over a period of time.		✓	
Manage Intelligence function staff (roster, allocation of roles, health and safety etc).		✓	
<b>Knowledge of:</b>			
<i>Function Generic Statements</i>			
Conflict management processes and support tools	✓		
<i>Function Specific Statements</i>			
The limits of staff resourcing	✓		
The roster system used in the CC.	✓		
HR procedures, roles and policies.	✓		
The implications of the Operations Manager's priorities for the function.		✓	
Skills sets of staff required for the Operations function.		✓	
The implications of the Controller's priorities for the function.		✓	
<b>Awareness of:</b>			
<i>Function Generic Statements</i>			
The potential impacts on families of CC staff involved in the emergency response and/or recovery activities		✓	
Human resources procedures, roles and policies		✓	

<b>IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness</b>	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Assess the physical resource requirements and source them in a timely manner using designated procedures		✓	
<i>Function Specific Statements</i>			
Identify, determine and source physical resource requirements to meet the organisational needs.	✓		
Operate facilities and equipment according to standard operating procedures.	✓		
Allocate physical resources in a timely manner according to prescribed policies and standard operating procedures.	✓		
Test and maintain physical resources.	✓		

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.

IP05 Financial management processes are implemented and funds allocated	Proficiency levels		
	1	2	3
Is able to:			
See <i>blue box at the beginning of this section.</i>			
Knowledge of:			
CDEM arrangements for government financial support.	✓		

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.

# KEY AREA 6: COMMUNICATION

Statements common to CM01 - CM05	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
Communicate clearly in both verbal and written forms.	✓		
Communicate effectively with key stakeholders, emergency management staff, CC functional managers and team members.	✓		
Act as a point of contact for other function liaison.		✓	
<b>Knowledge of:</b>			
Public information management protocols and procedures.	✓		
CDEM organisation's protocols for working with the media.	✓		

CM01 Effective communication with partners and communities is achieved at all levels and across all functions of CDEM	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Resolve conflict in a constructive manner	✓		
<i>Function Specific Statements</i>			
Listen actively in a two-way conversation.	✓		
Communicate effectively with people from a range of cultures, partner agencies and communities.	✓		
Liaise with technical specialists.	✓		
Prepare written material using appropriate formats and technical standards.	✓		
Provide immediate answers to callers.	✓		
Forward calls (when appropriate) to other functions.	✓		
Categorise messages according to prescribed categories.	✓		
Give clear and concise advice to the Controller.		✓	
Communicate the common operating picture for the Intelligence function to prevent overlap and duplication.		✓	
Ensure open communication between Intelligence team members.		✓	
Provide feedback on HR issues and their management to the CDEM Group.		✓	
Facilitate/lead discussions to a meaningful outcome.		✓	
Provide technical observations and recommendations to the CC in specialised areas as required.		✓	
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Purpose and objectives of communication	✓		

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.

<b>CM02 CDEM public education/risk communication programmes are developed to support community readiness and risk reduction</b>	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Communicate controversial or sensitive information tactfully	✓		
<i>Function Specific Statements</i>			
Communicate with the appropriate agency, partner organisation and community to support public education.	✓		
Knowledge of:			
Existing public education programmes within local area/region.	✓		

<b>CM03 Public information messages are developed and disseminated during response and recovery</b>	Proficiency levels		
	1	2	3
Is able to:			
Support the development of messages for the public that are concise, clear, accurate and consistent with the public information plan developed for response and recovery.	✓		
Knowledge of:			
PIM protocols and procedures.	✓		
Awareness of:			
<i>Function Generic Statements</i>			
PIM processes and protocols for the release of public information and media management	✓		
<i>Function Specific Statements</i>			
Hazard and threat advisory and warning procedures and protocols.	✓		

<b>CM04 Media are engaged in public information management and public education</b>	Proficiency levels		
	1	2	3
Is able to:			
Accurately apply prescribed media engagement protocols during a response.	✓		
Knowledge of:			
The rules for engaging with the media.	✓		
Basic media requirements.	✓		

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.

# KEY AREA 7: CAPABILITY DEVELOPMENT

Statements common to CD01 - CD05	Proficiency levels		
	1	2	3
Knowledge of:			
The principles of CIMS	✓		
Awareness of:			
Unit standards and the NZQA Framework.	✓		

CD01 Capability development opportunities are actively sought and undertaken	Proficiency levels		
	1	2	3
Is able to:			
Set own goals to achieve objectives.	✓		
Recognise personal and professional development needs.	✓		
Take personal responsibility for developing own capability.	✓		
Identify and participate in relevant training and education opportunities.	✓		
Seek learning opportunities through participation in emergencies, exercises, and reflective practice.	✓		
Keep abreast of new developments in emergency management practices.	✓		
Identify the skill gaps within the CC Intelligence team.		✓	
Identify the training needs and suitable training solutions to address skill gaps within an CC Intelligence team.		✓	
Knowledge of:			
Current training and educational opportunities available	✓		
The organisation's recruitment, training and retention strategy.	✓		

CD02 Training and education programmes are developed and delivered	Proficiency levels		
	1	2	3
Is able to:			
Develop and support volunteers to assist in CC Intelligence.	✓		
Contribute to needs analysis to identify gaps in knowledge and skills.	✓		
Support the delivery of effective training and education to CDEM partners.	✓		
Train individuals in the use of available equipment.		✓	
Monitor team skills and training and address skill gaps.		✓	
Recognise and develop the capabilities of Intelligence team members.		✓	
Complete training needs analysis of an individual or a team and develop a training plan.		✓	
Provide on job training, coaching and mentoring.		✓	

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.

Awareness of:			
The principles of adult education and training processes.		✓	

CD03 CDEM exercises are developed and carried out	Proficiency levels		
	1	2	3
Is able to:			
Contribute to the planning and development of basic exercises relating to CC Intelligence.	✓		
Participate in exercises to develop own response/recovery capability.	✓		
Conduct situational exercises and scenario-based training.	✓		
Contribute to needs analysis to determine exercise objectives.	✓		
Evaluate CDEM exercises against exercise objectives.	✓		
Develop exercise scenarios and resources that meet exercise objectives.		✓	
Knowledge of:			
The principles of exercise planning and assessment.	✓		
Training delivery methods.	✓		

CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Identify and provide opportunities (including mentoring and coaching) for the team and team members to develop capability		✓	
<i>Function Specific Statements</i>			
Set goals to achieve objectives.	✓		
Contribute to development needs analysis of staff and volunteers to identify gaps in organisational capability	✓		
Support the provision of opportunities for individuals to undertake their roles competently.	✓		
Provide opportunities (including mentoring, coaching) for the team and team members to develop capability.		✓	
Capitalise on the strengths in the team.		✓	
Awareness of:			
Volunteer management strategies.		✓	

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.

CD05 Organisational capability is monitored and evaluated	Proficiency levels		
	1	2	3
<b>Is able to:</b>			
<i>Function Generic Statements</i>			
Contribute to the evaluation of CDEM exercises against objectives	✓		
Monitor and evaluate team performance		✓	
<i>Function Specific Statements</i>			
Contribute to organisational monitoring and reviews to identify gaps in capability.	✓		
Implement changes to improve CDEM organisational capability across all 4Rs.		✓	
Monitor team's training and response activities to identify where improvements can be made.		✓	
Identify and communicate gaps in organisational capability.		✓	
<b>Awareness of:</b>			
Monitoring and evaluation processes of the CDEM organisation.	✓		

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.



# KEY AREA 8: LEADERSHIP

Statements common to LD01 - LD05	Proficiency levels		
	1	2	3
Knowledge of:			
Team member strengths.	✓		
Leadership and motivational techniques.	✓		

LD01 A CDEM vision is developed and articulated	Proficiency levels		
	1	2	3
Is able to:			
Explain own and organisation's role in relation to the CDEM vision.	✓		
Contributes to the development of a shared vision and direction for CDEM.	✓		
Promote the vision, goals and strategy within the CC.		✓	
Knowledge of:			
The CDEM vision and goals.	✓		

LD02 An environment is created that empowers others to act and succeed	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Encourage people to use their initiative, acknowledging that mistakes may occur		✓	
Assign tasks and responsibilities to fit with team strengths		✓	
Proactively manage team workload		✓	
<i>Function Specific Statements</i>			
Resolve conflicts in a range of situations.	✓		
Address unforeseen issues effectively as required.	✓		
Provide constructive feedback.	✓		
Contributes positively to team morale	✓		
Demonstrates drive and enthusiasm when participating in activities.	✓		
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.		✓	
Mentor team members.		✓	

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.

Provide clear direction when delegating tasks.		✓	
Understand the current workload of the Planning function and how it may change in the future.		✓	
Provide advice to staff within the CC Intelligence function.		✓	
Provide guidance and direction to Intelligence team members.		✓	
Manage the process of conflict resolution within and across CC functions.			✓
<b>Knowledge of:</b>			
Task and role requirements.	✓		
The process for conflict resolution.	✓		
Team/group dynamics and how they manage them effectively.		✓	

<b>LD03 Leadership is demonstrated through strategic decision making that influences others and drives change</b>	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Make informed, effective and timely decisions based on all available information and analysis	✓		
Analyse long term impact of decisions		✓	
<i>Function Specific Statements</i>			
Operate in a CIMS environment.	✓		
Demonstrate the principles of professional leadership.	✓		
Commit to, support and align actions and behaviours to the CDEM vision and direction.	✓		
Demonstrate innovation when seeking solutions.	✓		
Contribute constructively to change by challenging assumptions and seeking solutions.	✓		
Demonstrate awareness of the implications of decisions made.	✓		
Demonstrate ability to think strategically.		✓	
Encourage innovation when seeking solutions.		✓	
Drive change by constructively challenging assumptions and seeking solutions.		✓	
Demonstrates understanding of the implications of decisions made.		✓	
Make informed, decisive and timely decisions based on all available information and analysis.		✓	
Interpret and balance process and reporting requirements versus team needs.		✓	
Support team members to manage their wellbeing and stress levels in a pressure situation.		✓	
Facilitate/lead discussions to a meaningful outcome.		✓	

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.

Knowledge of:			
<i>Function Generic Statements</i>			
The implications of decisions made	✓		
<i>Function Specific Statements</i>			
Decision making processes.	✓		
Stress management principles and techniques.	✓		
Action plan operational tasking.		✓	

LD04 Leadership is demonstrated through professional conduct and effective self-management	Proficiency levels		
	1	2	3
Is able to:			
Communicate effectively in a range of situations.	✓		
Lead a group of people.	✓		
Identify and employ coping mechanisms to manage own wellbeing.	✓		
Demonstrate communication styles that recognise personal differences especially in regard to stressors.	✓		
Demonstrate effective time management practices and principles.	✓		
Display willingness and ability to review, reflect on, and adapt behaviour.	✓		
Contribute positively to team morale.	✓		
Listen actively and is receptive to alternative viewpoints.	✓		
Monitor own stress levels and take appropriate action to minimise impact on self and others.	✓		
Evaluate own capability and identify areas for development.	✓		
Operate in accordance with organisational and professional ethics.	✓		
Represent the organisation in a way which maintains reputation and credibility.	✓		
Monitor staff welfare and provide support.		✓	
Able to identify and intervene when staff require support.		✓	
Perform team/task oversight.		✓	
Manage work flow and resourcing.		✓	

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.

<b>Knowledge of:</b>			
Own stressors.	✓		
Own strengths, weaknesses and abilities.	✓		
Individuals' responsibilities for managing own wellbeing.	✓		
The potential impacts on families of emergency staff involved in emergency response and/or recovery activities.		✓	
<b>Awareness of:</b>			
Potential for conflict when someone's business as usual manager is reporting to them.	✓		
How people operate in a crisis environment and how it may be different from how they operate in business as usual.	✓		

<b>Proficiency level</b>	<b>Description</b>
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