



Civil Defence Emergency Management

Competency Framework Role Map

CDEM Coordination Centre - Operations



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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 Operations 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 Operations 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 Operations.

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 Planning 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 Operations 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 Operations 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

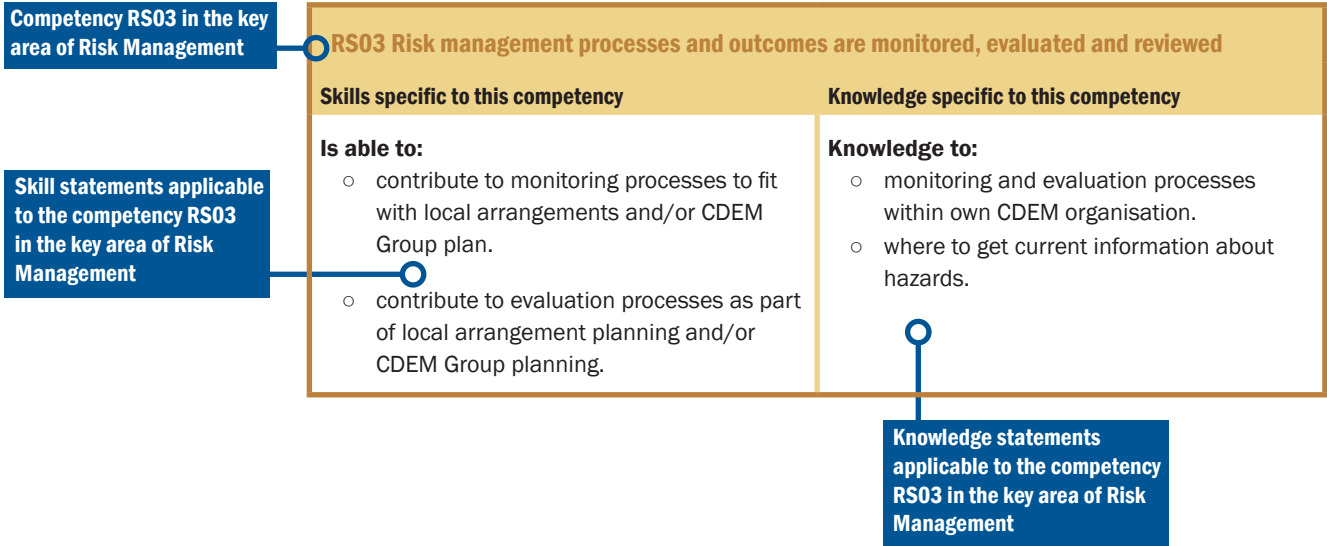
Knowledge of:

- 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 - Operations

<p>Framework responsibilities:</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>Description of the functional area:</p>	<p>Operations is responsible for coordinating all local level response operations/sites in support of the emergency site response through implementation of the action plan. This includes the provision of multi-agency situational awareness and contribution to action planning.</p> <p>Operations is the function which works directly with Fire, Police, and Health (or Ambulance) agencies involved in a particular emergency and may include the sub function of air operations (if required).</p> <p>The Operations function may also include welfare, environmental, utility and engineering units, particularly in an Emergency Coordination Centre if these units are not already established as a separate function.</p>
<p>Description of the Fire Service, Police, Ambulance and Health Service Units/sub functions of Operations</p>	<p>Fire</p> <p>The fire service liaison is responsible for coordinating:</p> <ul style="list-style-type: none"> ○ Urban and rural fire suppression and hazardous materials support operations. ○ Rescue response ○ Mobilisation and transportation of all fire service resources through the CC Logistics function. <p>And</p> <ul style="list-style-type: none"> ○ Acquiring mutual aid resources as necessary, ○ Completing and maintaining unit status reports, ○ Implementing the assigned objectives and tasks within the CC action plan, and ○ Overall supervision/representation of the fire service. <p>Police</p> <p>The police liaison is responsible for:</p> <ul style="list-style-type: none"> ○ Coordinating movement and evacuation operations with other Operations section units. ○ Alerting and notifying the public of impending or existing emergency situations, public safety orders, requests and information in consultation with the CC Public Information Manager. ○ Coordinating law enforcement and traffic control operations, including evacuation, during a major emergency. ○ Coordinating all ground and inland water search and rescue operations and resources for the jurisdiction. ○ Coordinating Police additional resource requests. ○ Coordinating death management.

	<p>Ambulance</p> <p>The ambulance service liaison is responsible for:</p> <ul style="list-style-type: none"> ○ Assisting in identifying and mobilising available ambulance services as required. ○ Coordinating the transportation of people injured in the emergency and health care personnel to appropriate medical facilities as required. <p>Health</p> <p>The health liaison is responsible for:</p> <ul style="list-style-type: none"> ○ ensuring coordination of hospitals, health units, continuing care, mental health and public health within the area. ○ Assisting the Ambulance service liaison to distribute casualties evenly to receiving facilities. ○ Coordinating provision of public health measures including pandemic control and immunisation programs, in consultation with the Medical Officer of Health. ○ Ensuring that potable water supplies are inspected and monitored. ○ Ensuring that food quality is regulated and inspected. ○ Advising on the monitoring and performance of sewage systems. ○ Coordinating and supporting health services for physically challenged or medically disabled persons. ○ Coordinating the activation of emergency hospitals and advanced treatment centres. ○ Assisting in the identification and mobilisation of available ambulance and auxiliary ambulance resources as required. ○ Coordinating health care needs at reception centres with the CC welfare manager ○ Determining the status of medical and care facilities within the affected area and availability of facilities in the surrounding area. ○ Assisting with the coordination of the transportation of people injured in the emergency and health care personnel to appropriate medical facilities as required, in conjunction with the ambulance service liaison. ○ Assisting with the coordination of pharmaceutical supplies and other health care resources. ○ Liaising with health liaisons activated in other CCs.
<p>Attributes</p>	<p>Essential attributes (All practitioners)</p> <ul style="list-style-type: none"> ○ Demonstrates ability to manage own wellbeing in a pressured environment. ○ Demonstrates the ability to follow instructions and work unsupervised. ○ Has the ability to cope with stressful situations within a confused and rapidly changing environment. ○ Demonstrates confidence to work quickly and accurately when dissemination of information is time critical but the situation is unclear. ○ Demonstrates professionalism, and fosters professional behaviour in others. ○ Is reliable and able to be depended on. ○ Demonstrates the ability to see own role in relation to the wider operational context.

	<p>(Supervisory/experienced)</p> <ul style="list-style-type: none"> ○ Supports colleagues, and is collaborative ○ Fosters supportive and collaborative team environment, and shared ownership of activities and outcomes. ○ Is a strategic thinker with strong analytical skills and ability to see the 'big picture'. ○ Ability to think clearly and strategically under pressure. ○ Demonstrates leadership, and motivates others. ○ Demonstrates flexibility in a rapidly changing environment. ○ Demonstrates willingness to collect, document, and reference key information defining activities, understandings, decisions and outcomes. ○ Is committed to a positive culture of collaboration and shared ownership of activities and outcomes in a multi-agency environment. <p>(Advanced / leadership)</p> <ul style="list-style-type: none"> ○ Demonstrates ability to establish credibility and gain confidence. ○ Maintains focus and clear purpose in a dynamic environment with multiple demands. ○ Is innovative and solutions-focused when problem solving.
<p>Key documents and references for this role</p>	<ul style="list-style-type: none"> ○ CDEM Group Plans and local arrangements ○ CDEM Act 2002. ○ National CDEM Strategy. ○ The National CDEM Plan 2005. ○ The Guide to the National CDEM Plan. ○ CDEM Group/Local Evacuation Plans. ○ Operations standard operating procedures (SOPs).
<p>Acronyms and abbreviations</p>	<ul style="list-style-type: none"> ○ Action plan – refers to any action plan developed in an CC for an emergency event. ○ CC – Coordination Centre ○ CDEM – Civil Defence Emergency Management ○ CEG – Coordinating Executive Group ○ CIMS – Coordinated Incident Management System. ○ ICT – Information and Communication Technology. ○ LA – Local Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities). ○ LTCCP – Long Term Council Community Plan ○ LWC – Local Welfare Committee ○ MCDEM – Ministry of Civil Defence & Emergency Management ○ MOU – Memoranda of Understanding ○ NCMC – National Crisis Management Centre ○ PIM – Public Information Manager ○ Sitrep – Situation Report ○ SLA – Service Level Agreement ○ SOPs – Standard Operating Procedures

Statements common to all key areas

STATEMENTS COMMON TO ALL EIGHT AREAS	Proficiency levels		
	1	2	3
Is able to:			
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		✓	
Knowledge of:			
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.	✓		

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KEY AREA 1: RELATIONSHIP MANAGEMENT

RM01 Relationships with key individuals, partner organisations and communities are established	Proficiency levels		
	1	2	3
Is able to:			
<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.	✓		
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.		✓	
Knowledge of:			
Key individuals in other organisations and agencies.		✓	

RM02 Established relationships are actively managed and sustained	Proficiency levels		
	1	2	3
Is able to:			
<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.	✓		
Coordinate with Operations agency/functional representatives (Fire, Police, Health, Environmental, Welfare, Utilities, Air Operations etc).		✓	
Liaise with other function managers in the CC during a response/recovery operation.		✓	
Liaise with external stakeholders during a response/recovery operation.		✓	
Coordinate the achievement, maintenance and dissemination of multi-agency situation awareness.		✓	

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Knowledge of:			
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
Is able to:			
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 Operations 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.	✓		
Use the Information System to carry out tasks of the Operations function in the CC during an emergency.	✓		
Develop and maintain SOPs for an Operations team in accordance with organisational protocols		✓	
Coordinate the exchange of information to and from operational areas of an emergency response		✓	
Knowledge of:			
<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.	✓		
Official Information Act and Local Government Official Information and Meetings Act	✓		
The Privacy Act (1993) principles.	✓		
Suitable systems and processes for information collection, collation, storage and distribution.	✓		
The CDEM organisation's information code of conduct.	✓		
How to establish and operate ICT communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding.	✓		
Recovery concepts, processes and facilities.		✓	
CIMS operations structures and processes.		✓	
Operations terms and processes.		✓	

IM01 Information needs are identified and understood	Proficiency levels		
	1	2	3
Is able to:			
<i>Function Generic Statements</i>			
Establish information requirements and sources in a timely manner	✓		
<i>Function Specific Statements</i>			
Assess and prioritise received information.	✓		
Process and summarise information as required.	✓		

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Identify operational information requirements.	✓		
Support the identification of sources of information, including research, to meet the needs of the audience(s).	✓		
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).		✓	
Evaluate the objective of a message or request.		✓	
Prepare and deliver initial briefings for CC personnel.		✓	
Determine the function or agency to be made responsible for a task.		✓	
Knowledge of:			
<i>Function Generic Statements</i>			
The information needs of key stakeholders.	✓		
<i>Function Specific Statements</i>			
The CDEM organisation's information code of conduct.	✓		
Awareness of:			
The objectives of the CDEM Group plan and associated contingency or supporting plans.	✓		
The hazards in the local area/region.	✓		

IM02 Information systems and processes are developed	Proficiency levels		
	1	2	3
Is able to:			
Identify and apply the legislative requirements for gathering, storing, releasing and disposal of information.	✓		
Identify and use alternative information systems when the primary systems are not operational.	✓		
Assist in the design of systems and processes to meet information needs.	✓		
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.		✓	
Knowledge of:			
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.	✓		
Provide immediate answers to callers to the CC.	✓		
Forward calls (when appropriate) to other functions.	✓		
Categorise messages according to prescribed categories.	✓		
Adapt to changing information requirements by assessing and prioritising information.	✓		
Collect, assess for relevance and use information from a range of sources and in a range of situations.	✓		
Identify and use the correct record keeping and information procedures in accordance with organisational protocols.	✓		
Keep a log of all activities, issues, and decisions.	✓		
Manage records during a response.	✓		
Ensure that all data received is recorded.	✓		
Operate specific information systems in accordance with regional and organisational requirements and standard operating procedures.		✓	
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.	✓		

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.		✓	

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<i>Function Specific Statements</i>			
Question, assess and analyse incoming message records.	✓		
Identify key points of a message including assessing the message type.	✓		
Determine the relevance of each inbound message.	✓		
Determine the functional areas that need to be aware of inbound messages.	✓		
Assign inbound messages to functions.	✓		
Complete message records (if appropriate).	✓		
Prioritise information to produce and/or update a situation report.	✓		
Check the source and validity of information prior to dissemination.	✓		
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).	✓		
Interpret information and communicate or relay it effectively to all relevant parties.	✓		
Forward phone calls to relevant CC functions.	✓		
Assign task record(s) to functions or agencies (internal and external) responsible for completing the task(s).	✓		
Monitor and follow up on internally and externally assigned tasks.	✓		
Update and complete task records (if required).	✓		
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.	✓		
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.		✓	
Evaluate and categorise all communications.		✓	
Create accurate incoming messages that reflect the content of the source message.		✓	
Create, send, review and report on notifications.		✓	
Provide advice to communications staff within the CC Operations team.		✓	
Analyse, assess for relevance and assign messages to the correct CC function.		✓	
Provide advice to data analysis staff within the CC Operations team.		✓	
Oversee request evaluation and that tasks and assignees are indentified.		✓	

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Knowledge of:			
<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.	✓		

IM05 Information systems and processes are evaluated	Proficiency levels		
	1	2	3
Is able to:			
<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 the Operations Manager on the situation.		✓	
Manage the incoming messages process.		✓	
Knowledge of:			
Standard briefing and debriefing processes.	✓		
The monitoring and evaluation processes within CDEM organisations.	✓		

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KEY AREA 3: RISK MANAGEMENT

Statements common to RM01 - RM03	Proficiency levels		
	1	2	3
Knowledge of:			
The New Zealand Hazardscape and the definition of hazards.	✓		
The Health and Safety in Employment Act (1992).	✓		
Specific vulnerabilities and at risk groups within communities.	✓		
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.		✓	
Knowledge of:			
The potential consequences of the hazards in the local area/region.	✓		
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).	✓		
Assess identified hazards for impact on logistics elements.	✓		
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.		✓	
Apply understanding of the elements of risk to risk analysis and evaluation (as per AS/NZS 4360:2004 Risk Management Standard).		✓	

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Knowledge of:			
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.	✓		
Awareness of:			
<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.	✓		

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	Proficiency levels		
	1	2	3
Is able to:			
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.	✓		
Knowledge of:			
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
Is able to:			
Describe and carry out tasks of the Operations function in the CC during an emergency.	✓		
Interact with a range of people (including cross functional groups and agencies) to complete planning activities.	✓		
Knowledge of:			
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
Is able to:			
Create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning activities.	✓		
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.		✓	
Knowledge of:			
What agency provides what services and how.	✓		
The Operations Manager's intentions for the function as it carries out its assigned tasks.		✓	
The Controller's intentions for the function.		✓	
Awareness of:			
<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
Is able to:			
<i>Function Generic Statements</i>			
Contribute to the development of EOC 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.	✓		
Anticipate likely requirements for supplies, services, materials and consumables.	✓		
Collect information and assess it for relevance and reliability.	✓		
Supervise the carrying out of response objectives and tasks as identified in the Action Plan.		✓	
Conduct details task planning with other parties to achieve objectives and tasks in the action plan.		✓	
Plan for an extended emergency.		✓	
Use planning skills to ensure methodical approach and outcomes.		✓	
Plan how the Operations function will be organised in order to implement the action plan.		✓	
Evaluate the objectives of the action plan.		✓	
Knowledge of:			
<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
Is able to:			
Contribute to the development of an action plan.	✓		
Contribute to the development of protocols and SOPs within a given time frame.	✓		
Collaborate with the Planning and Intelligence team to contribute to the development of a transportation plan.	✓		
Identify sources of resource supply that are known or predicted to be required at a future point.	✓		
Prepare contingency plans to ensure processes are in place to manage emergencies.		✓	
Contribute to a response and recovery plans at the regional (strategic) level.			✓
Knowledge of:			
Planning requirements and considerations for an emergency response.	✓		

PL04 Plans are evaluated and updated	Proficiency levels		
	1	2	3
Is able to:			
Analyse existing plans to determine any updates required.	✓		
Evaluate the action plan with other parties to determine necessary taskings.	✓		
Contribute to the evaluation of plans to determine whether objectives have been met.	✓		
Contribute to updating of plans, based on evaluations.	✓		
Undertake evaluation planning.		✓	
Evaluate plans to determine whether objectives have been met.		✓	
Evaluate the relevance of the plan against changes in circumstances, and updates plan accordingly.		✓	
Knowledge of:			
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 - IP03	Proficiency levels		
	1	2	3
Is able to:			
<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>			
Carry out the tasks of the Operations function in the CC during an emergency.	✓		
Establish the appropriate level of agency units/sub functions within the Operations function, monitor their effectiveness and modify accordingly.		✓	
Coordinate operations with any activated partner agency CCs in the operational area.		✓	
Maintain a communications link between operational areas, agency CCs.		✓	
Knowledge of:			
<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 Planning team's role and responsibilities within CIMS.	✓		
CDEM Planning structures and processes.		✓	

IP01 Assigned CC roles are performed in accordance with existing plans and standard operating procedures	Proficiency levels		
	1	2	3
Is able to:			
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.		✓	

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>			
Demonstrate time management practices and principles.	✓		
Apply SOPs to perform CC Operations functions.	✓		
Describe CC Operations terms, concepts and structures.	✓		
Check radio, telephone and information technology are available and communications links are maintained.	✓		
Determine the scope of environmental assistance required in consultation with the Operations manager and agency liaisons/coordinators		✓	
Determine the status and availability of waste storage and disposal facilities in the area.		✓	
Liaise with the health liaison to assist and consult with exposure to hazardous materials and impacts on water and air resources.		✓	
Develop intelligence of environmental issues, damage and threats.		✓	
Prioritise environmental issues.		✓	
Coordinate hazardous material response and support in cooperation with the fire service liaison.		✓	
Maintain current status on all engineering activities being conducted in the area.		✓	
Ensure that damage and safety assessments are being carried out for both public and private facilities.		✓	
Determine and document the status of transportation routes into and within affected areas.		✓	
Coordinate debris removal services.		✓	
Provide an overall summary of engineering activities periodically during the operational period or as requested.		✓	
Create task records that are accurate and assigned appropriately.		✓	
Monitor and follow up on all internally and externally assigned messages.		✓	
Convene and chair the action plan implementation meeting.		✓	
Manage the process for the Operations function in the CC during an emergency.		✓	
Distinguish between how agencies operate during business as usual and response.		✓	
Manage the Operations function in the CC during an emergency according to SOPs.		✓	
Implement the Operations Manager's objectives (and those of the Controller).		✓	
Initiate an action plan implementation meeting (when required).		✓	
Oversee the evaluation of the action plan objectives and task/assignee identification.		✓	
Demonstrate subject matter expertise in all roles within the function.			✓
Perform quality control (sign off).			✓
Knowledge of:			
<i>Function Generic Statements</i>			
CC functions, roles, relationships and processes	✓		

Proficiency level	Description
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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>			
Prescribed organisation forms and information flow processes.	✓		
Responsibilities of the Operations function.	✓		
Community resources.	✓		

IP02 Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures	Proficiency levels		
	1	2	3
Is able to:			
<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		✓	
<i>Function Specific Statements</i>			
Prioritise tasks to resolve any competition for tasks.	✓		
Create procurement or delivery tasks to secure or transport resources.	✓		
Update the assignee of a task about resource allocation and resource details (e.g delivery, arrival etc).	✓		
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.	✓		
Identify tasks required to achieve an objective(s).		✓	
Give clear and concise advice to the Controller.		✓	
Demonstrate analytical thought processes.		✓	
Act as a point of contact for other function liaison.		✓	
Monitor resource levels.		✓	
Monitor and evaluate the Operations team's effectiveness.		✓	
Provide support to the Operations Manager for liaison.		✓	
Describe and manage the process for mass evacuation in the CC during an emergency		✓	
Adhere to Controller directives.		✓	
Manage the delivery and completion of tasks and outputs.		✓	

Proficiency level	Description
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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.

Represent Operations at Controller team meetings (including provision of a summary of the situation of all CC tasks) 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 Operations function.		✓	
Survey all local facilities, assess the damage to such facilities and coordinate the repair of damage (engineering unit)		✓	
Survey all other infrastructure systems, such as local roads, bridges, sewer and water systems within the area (engineering unit).		✓	
Supervise the engineering unit.		✓	
Liaise with other engineering units in neighbouring CCs.		✓	
Establish and maintain links with local authority asset management personnel (engineering unit).		✓	
Liaise with utility representatives not present in the CC (utility unit).		✓	
Survey all utility systems and provide restoration priorities to providers (utility unit).		✓	
Assist and/or coordinate local response to hazardous spills, waste disposal and other environmental issues (environmental unit).		✓	
Liaise with regional and national environment management officials and the private sector (environmental unit).		✓	
Resolve any changes or issues that arise from the completion of action plan tasks.		✓	
Escalate any changes affecting the action plan tasking that cannot be resolved to the Controller.		✓	
Manage the keeping of a complete and accurate record of the operation.		✓	
Identify surge and escalation points and implements contingent staffing to maintain capability.		✓	
Identify and address critical vulnerabilities and gaps in capability.		✓	
Resolve any changes or issues that arise from the completion of Action Plan tasks.		✓	
Escalate any changes affecting the action plan tasking that cannot be resolved to the Controller.		✓	
Manage the keeping of a complete and accurate record of the operation.		✓	
Knowledge of:			
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		✓	

Proficiency level	Description
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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.

IP03 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 Operations function.		✓	
Task other Operations sub functions during an emergency.		✓	
Provide clear direction when assigning a staff member a task.		✓	
Manage work flow and resourcing.		✓	
Scale up and down the Operations function as required.		✓	
Identify and appoint staff with the relevant skills to positions within the Operations 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 Operations 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.		✓	

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.

Assist in the recruitment, appointment and disciplinary processes of team members.		✓	
Provide feedback to manage team performance against agreed standards.		✓	
Manage HR protocols/procedures within the team.		✓	
Operate and maintain the Operations team over a period of time.		✓	
Manage Operations function staff (roster, allocation of roles, health and safety etc).		✓	
Knowledge of:			
<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.		✓	
Awareness of:			
<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		✓	

IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness	Proficiency levels		
	1	2	3
Is able to:			
<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 resources to match the requirements of a task.	✓		
Identify any task competition for resources.	✓		
Assign resources to tasks.	✓		
Assess availability of resources.	✓		
Coordinate air transport needs with Logistics.	✓		

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.

	✓		
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.	✓		
Effect procurement		✓	
Provide work instructions (if required) to the Staging Area Manager.		✓	
Describe and manage the process for resource coordination in the CC during an emergency.		✓	
Identify and manage resource needs and constraints.		✓	
Coordinate with Planning, Intelligence and Logistics Managers the status of transportation routes.		✓	

IP05 Financial management processes are implemented and funds allocated	Proficiency levels		
	1	2	3
Is able to:			
Record and process expenditure during an incident or emergency.	✓		
Apply organisational policies for emergency supply and purchase.	✓		
Create and issue purchase orders for emergency supply and purchase.	✓		
Identify high cost resources and cost-saving measures.		✓	
Effect procurement.		✓	
Knowledge of:			
Organisation policies for emergency supply and purchase.	✓		
Financial management processes.	✓		
Vendor payment systems.	✓		
Purchase orders, invoices and addressing.	✓		
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 - CM03	Proficiency levels		
	1	2	3
Is able to:			
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.		✓	
Maintain a communications link between operational areas, agency CCs and the CDEM CC.		✓	
Knowledge of:			
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
Is able to:			
<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.	✓		
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 Operations function to prevent overlap and duplication.		✓	
Ensure open communication between Operations team members.		✓	
Provide feedback on HR issues and their management to the CDEM Group.		✓	
Facilitate/lead discussions to a meaningful outcome.		✓	
Is able to:			
<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.

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

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

CM04 Media are engaged in public information management and public education	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 - CD03	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 Operations team		✓	
Identify the training needs and suitable training solutions to address skill gaps within an CC Operations 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 Operations.	✓		
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 Operations team members.		✓	
Complete training needs analysis of an individual or a team and develop a training plan.		✓	
Provide on job training, coaching and mentoring.		✓	
Knowledge of:			
The principles of adult education and training 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.

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 Operations.	✓		
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
Is able to:			
<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.		✓	
Awareness of:			
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 - LD04	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 Operations function and how it may change in the future.		✓	
Provide advice to staff within the CC Operations function.		✓	
Manage the process of conflict resolution within and across CC functions.			✓
Knowledge of:			
Team/group dynamics and how they manage them effectively.		✓	
Task and role requirements.	✓		
The process for conflict resolution.	✓		

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change	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
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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 be 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.		✓	
Knowledge of:			
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.		✓	

Proficiency level	Description
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1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

Awareness of:			
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.	✓		

Proficiency level	Description
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