Civil Defence Emergency Management

Competency Framework Role Map

Lifeline Utility Coordinator

for Response and Recovery

Contents

Role Map Overview

About role maps

Role maps contain skill, knowledge and attribute statements for a specific CDEM role; in this case the role of a **Civil Defence Emergency Management (CDEM) Lifeline Utility Coordinator**. 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 appointed to a Lifeline Utility Coordinator role may be required to know or do. Parent organisations may differ in terms of expectations and responsibilities of Lifeline Utility Coordinators based on needs and resources.

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

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 are a Lifeline Utility Coordinator 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 function as a Lifeline Utility Coordinator.

Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the Lifeline Utility Coordinator 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.

Comprehensive Understanding:
Expertly analyses and applies advanced concepts and methods to guide own work and the work of others. Likely to be regarded as a subject matter expert in this area.

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 EIGHT 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.

Competency RS03 in the key area of Risk Management

Skill statements applicable to the competency RS03 in the key area of Risk Management

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	
Skills specific to this competency	**Knowledge specific to this competency**
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 to:** ○ monitoring and evaluation processes within own CDEM organisation. ○ where to get current information about hazards.

Knowledge statements applicable to the competency RS03 in the key area of Risk Management

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

MCDEM Professional Development
Ph 04 473 7363
Email CDEMProfDev@dia.govt.nz

Lifeline Utility Coordinator

Framework responsibilities

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.

The role of Lifeline Utility Coordinator is set out in the following arrangements:

- National CDEM Plan, s35
- Guide to the National CDEM Plan, s10.3.

Description of role

Lifeline Utility Coordinator (LUC) is a non-statutory CDEM Group EOC/ECC position responsible for coordinating lifeline utilities (including water, wastewater, ports, airports, roading, rail, electricity, gas, petroleum, telecommunications, and broadcast media) on behalf of the Controller during emergency response, and the Recovery Manager throughout recovery activities. LUC functions at the regional and national level include:

During readiness:
- participate in agreed training and exercises with the CDEM Group EOC/ECC, the NCMC and other designated lifeline co-ordination resources
- maintain relationships with key representatives of lifeline utilities and CDEM Groups or MCDEM, and have direct access to key emergency contact details and means of communication, and
- provide advice to the CDEM Group emergency management office or MCDEM about lifeline utility response issues, including assistance with key issues raised in Disaster Resilience Summaries provided by individual lifeline utilities.

During response and recovery:
- facilitate impact assessment and information collection, and providing this to the Controller/ Recovery Manager and lifeline utilities;
- analyse the information provided by lifeline utilities and supplying intelligence to CDEM Group EOC/ECC personnel and lifeline utilities;
- provide advice to the Controller/ Recovery Manager, particularly with regard to regional impacts, response priorities, available resources, strategic goals, tactical objectives and action plans;.
- provide information for media releases, situation reports and central government reports about the status of lifeline utilities;
- co-ordinate requests for resources from lifeline utilities;
- keep lifeline utilities informed of Controller/ Recovery Manager priorities, emerging issues and interdependence issues; and
- provide for transition to the recovery phase.

The LUC role becomes operational at the request of the Controller or the CDEM Group emergency management office, typically when:

- a lifeline utility service is disrupted in more than one territorial authority area
- multiple lifeline utility services are disrupted by an event
- significant community impacts (either in scale or duration) are expected because of lifeline utility service disruption
- CDEM agencies and lifeline utilities need to co-ordinate, and
- a CDEM Group EOC/ECC or CDEM Group) is activated.

Attributes	A person with the essential attributes and a combination of the desirable attributes will be more effective in this role.

Essential attributes
- Ability to think clearly and strategically under pressure.
- Is solutions-focused when problem solving.
- Demonstrates leadership, and motivates others.

Desirable attributes
- Demonstrates the ability to see own role in relation to the wider operational context.
- Is reliable and able to be depended on.
- Demonstrates ability to manage own wellbeing in a pressured environment.
- Fosters supportive and collaborative team environment, and shared ownership of activities and outcomes.
- Is self motivated and able to work unsupervised.
- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.

Key documents and references for this role

LUC Response and Recovery Protocols.

CDEM Group Standard Operating Procedures.

CDEM Group Plan.

NCMC Standard Operating Procedures.

CDEM Act 2002.

National CDEM Plan 2005.

The Guide to the National CDEM Plan.

Acronyms and abbreviations

CDEM.......Civil Defence Emergency Management.

CIMS........Coordinated Incident Management System.

EOC..........Emergency Operations Centre (in this role map, EOC refers to EOCs, GEOCs, and ECCs).

GEOC........Group Emergency Operations Centre (as opposed to the local EOC). Also known as an ECC.

ICT............Information and Communication Technology.

LA.............Local Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities).

LUC..........Lifelines Utility Coordinator.

LTCCP ......Long Term Council Community Plan.

MOU.........Memorandum of Understanding.

PIM...........Public Information Manager or Public Information Management.

Sitrep ....Situation Report.

SLA...........Service Level Agreement.

Statements common to all key areas

The statements in the table below are relevant to **all eight key areas** of the CDEM Competency Framework for the role of Lifeline Utility Coordinator.

STATEMENTS COMMON TO ALL EIGHT KEY AREAS
Knowledge common to all key areas
Knowledge of: ○ the principles of comprehensive emergency management. ○ CDEM terminology. ○ key roles, functions and duties of partner agencies and organisations, local authorities and lifelines under the CDEM Act. ○ the Lifeline Utility Coordinator's role and responsibilities within a CDEM organisation. ○ the planning framework under the CDEM Act (and its relationship to other planning processes for managing hazards and risks). ○ key planning processes and drivers in the setting of community goals and objectives (e.g. LTCCPs and Regional Policy Statement). ○ CDEM planning processes and documents (e.g. CDEM Group Plan, National CDEM Plan and National Action Plan). ○ the New Zealand Hazardscape and the definition of hazards. ○ risks and hazards in the local area/region. ○ the Privacy Act (1993) principles. ○ the CDEM Act. ○ the principles of CIMS. ○ the local community and its issues and vulnerabilities. ○ relevant standard operating procedures. ○ political implications of issues. ○ the EOC functions, roles, and processes. ○ key documented arrangements such as Memoranda of Understanding (MOUs), and service level agreements (SLAs). ○ standard briefing and debriefing processes. **Awareness of:** ○ local, national and any international effects of disasters relating to lifeline utilities over the short, medium, and long term.
Skills common to all key areas
Is able to: ○ communicate effectively with key stakeholders, emergency management staff, team leaders and team members, adapting style to suite the audience. ○ maintain personal readiness.

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

STATEMENTS COMMON TO RM01– RM02

Skills common to these competencies

Is able to:
- recognise potential for political implications of issues, and apply strategies to escalate or deescalate them.
- establish and develop relationships key contacts within the industry.
- establish and develop relationships key contacts in partner organisations and agencies at all levels.
- effectively communicate with a diverse range of people, adapting style to suit the audience.
- listen actively in conversation.

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ identify key stakeholders (staff, sectors, emergency services, peers, planners and media), community groups and partner agencies, including across regions, and build relationships with them to support the achievement of CDEM outcomes. ○ develop effective relationships that help build consistent, supportive relationships with partner agencies and communities. ○ demonstrate a range of networking practices.	Knowledge of: ○ key individuals and roles in CDEM and partner organisations within local area/region and nationally.

RM02 Established relationships are actively managed and sustained

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ identify effective means to formalise and sustain relationships with partner agencies. ○ clearly record understandings, commitments and expectations within relevant planning and procedural documentation. ○ articulate and communicate views to a target audience using language and media appropriate to that audience. ○ document participation in activities in accordance with organisational requirements. ○ address issues of concern or conflict within a relationship in an appropriate manner.	Knowledge of: ○ existing understandings, arrangements and agreements with partner agencies.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

STATEMENTS COMMON TO IM01– IM05

Skills common to these competencies

Is able to:
- conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice.
- use relevant software applications, such as the Microsoft Office suite (Outlook, Word, PowerPoint and Excel).
- use the organisation's emergency management applications.
- identify and apply the legislative requirements for gathering, storing, releasing and disposing of information.
- keep accurate and detailed records.

Knowledge common to these competencies

Knowledge of:
- databases in use for storing information such as plans, and SOPs.
- the information needs and information flow processes of the EOC.
- suitable systems and processes for information collection, collation, storage and distribution.
- the CDEM Group and own organisation's information code of conduct.

Awareness of:
- PIM protocols and procedures.
- organisational protocols and policies associated with information use (including use of the Civil Defence logo).

IM01 Information needs are identified and understood

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ identify the range of audiences and what information is relevant to each audience.	Knowledge of: ○ how information needs may vary across the 4Rs of comprehensive emergency management.

IM02 Information systems and processes are developed

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ select the most suitable information system for the event. ○ maintain, troubleshoot, and adapt information systems and processes to sustain operational capability. ○ operate a radio to communicate information in accordance with radio communication protocols. ○ operate all other communications equipment in accordance with regional and organisational requirements and standard operating procedures. ○ identify and implement effective communication networks. ○ establish efficient communication channels to disseminate information. ○ develop monitoring systems to track developing events. ○ develop analysis tools for impact assessment and tracking recovery progress. ○ supports establishing the Infrastructure Recovery Task Group.	Knowledge of: ○ CDEM information systems and processes. ○ Lifeline Utilities planning requirements. ○ plans of available resources before and after incidents. ○ alternative information systems to use when the primary systems are not operational. Awareness of: ○ available communication systems for the transference of data and information to inform system and process development. ○ potential failures in existing information systems and how to address them. ○ the ongoing developments of information systems and processes used in CDEM. ○ potential application database software tools.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM03 Systems and processes are applied to collect and maintain information

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ adapt to changing information requirements by assessing and prioritising information. ○ collect, interpret, assess for relevance and use information from a range of sources and in a range of situations, and communicate it effectively to relevant parties. ○ analyse information to determine the scale of an event. ○ identify and use the correct record keeping and information procedures in accordance with organisational protocols. ○ access the website, contact lists (including lifelines), registers and meeting calendars. ○ analyse information and identify what is critical. ○ maintain an effective paper-based system to run any event in case of ICT failures. ○ analyse and communicate issues raised in Disaster Resilience Summaries received from individual lifeline utilities.	**Knowledge of:** ○ the situation reporting process used by the CDEM Groups and Local Authority. ○ available and relevant information channels. ○ different sources of information and how to determine their reliability and validity. ○ the history and content of relevant Lifelines Project Report(s).

IM04 Information is produced and disseminated

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ facilitate information flow relating to lifeline utilities in/out/within the EOC. ○ demonstrate situational awareness at all times. ○ 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. ○ interpret information and communicate or relay it effectively to all relevant parties. ○ identify and use a range of tools to communicate information (e.g. bulletin and display boards). ○ demonstrate time management practices and principles. ○ write clearly and concisely. ○ effectively operate the radio communications and satellite systems, emergency management PABX system, electronic information system and a paper based information system. ○ prepare status updates and circulate to relevant networks.	**Knowledge of:** ○ CDEM Group and Local Authority information flow systems and processes. ○ the engagement timeframes for different incidents. ○ the situation reporting process used by the CDEM Group and Local Authority. ○ prescribed organisational forms and templates. ○ organisation's timelines for information reporting. ○ current operational information requirements.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM05 Information systems and processes are evaluated	
Skills specific to this competency	**Knowledge specific to this competency**
Is able to: ○ apply monitoring and evaluation techniques identify issues and possible solutions. ○ evaluate processes and systems and update if required.	**Awareness of:** ○ monitoring and evaluation processes within CDEM organisations.

KEY AREA 3: RISK MANAGEMENT (RS)

STATEMENTS COMMON TO RS01– RS03

Knowledge common to these competencies

Knowledge of:
- the principles of integrated risk management.
- the Risk Management – Principles and Guidelines standard (AS/NZS ISO 31000:2009) and its principles, processes & terminology.
- the Risk Management for Local Government standard (SNZ HB4360:2000) and its principles, processes & terminology.

RS01 Hazards and risks are recognised, understood and communicated

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ source data on hazards and risks, and community profiles.	**Knowledge of:** ○ the potential consequences of the hazards in the local area/region. ○ the terminology used in natural hazards and lifeline utility areas. ○ the geological and structural failure modes. **Awareness of:** ○ typical utility network layouts and plant functionality and their vulnerabilities.

RS02 Risk management is understood and applied

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ assess identified hazards for impact on lifelines.	**Knowledge of:** ○ key risks, risk controls and residual risk posed by hazard impacts on lifeline utility. ○ agency roles and functions in regard to managing hazards and risks. **Awareness of:** ○ 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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ establish monitoring processes to fit with CDEM Group plan needs.	**Awareness of:** ○ monitoring and evaluation processes within CDEM organisations.

KEY AREA 4: PLANNING (PL)

STATEMENTS COMMON TO PL01– PL04

Skills common to these competencies

Is able to:
- interact with a range of people (including cross functional groups and agencies) to complete planning activities.

Knowledge common to these competencies

Knowledge of:
- where to source information to assist planning.

Awareness of:
- the multi-disciplinary nature and scope of lifeline utilities (e.g. water, energy, road, rail, port, petroleum supplies).
- the lifeline utility performance targets and service level philosophies.
- historical, cultural, financial, political and environmental factors that impact on the sustainability of the community.
- communities and their vulnerabilities to local area/regional risks.
- the legislative process for town planning.

PL01 Purposes and objectives of plans are agreed and understood

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning response and recovery activities. ○ organise and facilitate effective meetings.	**Awareness of:** ○ environmental data that will influence LUC planning.

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ 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.	**Knowledge of:** ○ planning partners to be engaged. ○ planning requirements and considerations for an emergency response. ○ the infrastructure plans and procedures. ○ NZ geography. ○ the structure and operation of regional and national lifeline utility services. ○ construction timeframes for temporary and permanent engineering structures.

PL03 Plans are coordinated and integrated across all levels and partners

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ contribute to a response and recovery plans at the regional (strategic) level. ○ prepare contingency plans to ensure processes are in place to manage emergencies.	**Knowledge of:** ○ planning requirements and considerations for an emergency response.

KEY AREA 4: PLANNING (PL)

PL04 Plans are evaluated and updated	
Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ analyse existing plans to determine any updates required. ○ undertake evaluation planning.	Knowledge of: ○ evaluation and review processes. ○ monitoring and evaluation processes within CDEM and own organisation.

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01– IP05

Knowledge common to these competencies

Knowledge of:
- resources available.
- networks and supply chains in the CDEM Group region or Local Authority area.
- how the key utility sectors operate (e.g. diversity and local distribution arrangements, utility requirements of CDEM in an emergency, emergency operations and response arrangements).

Awareness of:
- communities and their vulnerabilities to local area/regional risks.

IP01 Assigned EOC roles are performed in accordance with existing plans and SOPs

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ demonstrate time management practices and principles. ○ establish GEOC Lifeline Utility Coordination Cell.	**Knowledge of:** ○ prescribed organisation forms and information flow processes. ○ the communication systems used by lifeline utilities.

IP02 Emergencies are managed in accordance with the scale of activity, existing plans and SOPs

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ identify staff and resources required to meet the demands of a LUC cell. ○ facilitate an impact assessment. ○ identify surge and escalation points and adapt resource levels accordingly. ○ demonstrate situational awareness at all times. ○ carry out response activities in accordance with the principles of CIMS. ○ demonstrate an understanding of the risks and hazards in the local area/region. ○ demonstrate time management practices and principles. ○ facilitate and manage a range of functions in a stressful environment. ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ contribute to response plans ○ contribute to a SitRep or status update. ○ contribute to the Incident Action Plan. ○ keep accurate and detailed records. ○ make sound decisions based on the information provided.	**Knowledge of:** ○ personal preparedness concepts. ○ the emergency work provisions of the RMA and how these have been interpreted and utilised. **Awareness of:** ○ GIS technology and applications.

KEY AREA 5: IMPLEMENTATION (IP)

IP03 Human resources are managed in order to achieve maximum effectiveness

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ provide feedback to manage team performance against agreed standards. ○ manage own stress and support others to manage theirs. ○ resolve conflicts within the team. ○ effectively manage resources to assist other agencies if required. ○ coordinate requests for resources from lifeline utilities. ○ prioritise human resources.	**Knowledge of:** ○ team processes, policies and procedures. ○ stress management principles. **Awareness of:** ○ the potential impacts on families of emergency staff involved in emergency response and/or recovery activities.

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ effectively operate the radio communications and satellite systems, emergency management PABX system, electronic information system and a paper based information system. ○ effectively manage resources to assist other agencies if required. ○ effectively manage and coordinate resources.	**Knowledge of:** ○ assets of historical importance in operational area. ○ assets that have strategic national importance in operational area.

IP05 Financial management processes are implemented and funds allocated

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ identify when external funding assistance is required to restore a lifelines service.	**Knowledge of:** ○ any funding and subsidy processes. ○ insurance and credit provisions.

KEY AREA 6: COMMUNICATION (CM)

STATEMENTS COMMON TO CM01 – CM04

Skills common to these competencies

Is able to:
- communicate clearly in both verbal and written form.
- effectively communicate with a diverse range of people, adapting style to suit the audience.

Knowledge common to these competencies

Knowledge of:
- PIM protocols and procedures.
- the 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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ effectively communicate ideas and messages in both formal and informal settings. ○ listen actively in conversation. ○ contribute to the development of a communications plan. ○ identify key stakeholders (staff, sectors, emergency services, peers, planners and media), community groups and partner agencies, including across regions, and build relationships with them to support the achievement of CDEM outcomes. ○ operate communications systems (including satellite and mobile telephones, internet, radios) and perform basic fault finding. ○ prepare written material using appropriate formats and technical standards.	**Knowledge of:** ○ media and communications protocols. ○ political and cultural implications of issues. ○ local authorities, health and welfare agencies to maintain currency of communication channels. ○ communication networks, frequencies and protocols to maintain efficient communications networks.

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ deliver effective CDEM education relating to lifelines to policy makers, politicians and senior management.	Refer to blue table above for knowledge statements relevant to this competency.

KEY AREA 6: COMMUNICATION (CM)

CM03 Public information messages are developed and disseminated during response and recovery	
Skills specific to this competency	**Knowledge specific to this competency**
Refer to blue table above for skill statements relevant to this competency.	**Knowledge of:** ○ hazard and threat advisory and warning procedures and protocols. **Awareness of:** ○ own organisation's pre-planned public information messages to support response and recovery.

CM04 Media are engaged in public information management and public education	
Skills specific to this competency	**Knowledge specific to this competency**
Refer to blue table above for skill statements relevant to this competency.	**Knowledge of:** ○ basic media requirements. ○ the rules for engaging with the media.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

CD01 Capability development opportunities are actively sought and undertaken

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ set own goals to achieve objectives. ○ set performance standards. ○ participate in national exercises, multi-agency exercises within regions and desk top exercises.	**Awareness of:** ○ current training and educational opportunities available. ○ the organisation's recruitment, training and retention strategy.

CD02 Training and education programmes are developed and delivered

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ deliver training as per the Local Authority arrangements and the CDEM Group plan. ○ research, develop and deliver effective presentations. ○ develop structured training materials that have clear measurable objectives. ○ demonstrate effective facilitation skills. ○ provide on-the-job training and mentoring.	**Awareness of:** ○ the principles of adult education and training.

CD03 CDEM exercises are developed and carried out

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ participate in exercises to develop own response capability. ○ contribute to the development and delivery of training exercises for EOC personnel. ○ facilitate exercises. ○ conduct situational exercises and scenario based training.	**Knowledge of:** ○ the principles of exercise planning and assessment.

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ identify opportunities for team members to develop capability. ○ set goals to achieve objectives. ○ coach individuals. ○ set performance standards. ○ develop job descriptions for lifeline utility coordination roles.	**Knowledge of:** ○ own organisation's recruitment, training and retention strategy.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

CD05 Organisational capability is monitored and evaluated	
Skills specific to this competency	Knowledges specific to this competency
Is able to: ○ assess implications of exercises and training in determining LUC team capability to manage the consequences of an emergency.	Knowledge of: ○ exercise debriefing processes.

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01– LD04

Knowledge common to these competencies

Knowledge of:
- team member strengths.
- leadership and motivational techniques.

LD01 A CDEM vision is developed and articulated

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ contribute to establishing a strategic overview and goals of CDEM at both the organisation and community levels. ○ promote the vision, goals and strategy within the lifeline utility community.	**Knowledge of:** ○ the CDEM vision and goals. **Awareness of:** ○ the *National CDEM Strategy* and other central government strategies supporting sustainable development and community resilience.

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ mentor team members. ○ involve others in planning, decision making and implementation efforts to ensure team buy-in. ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ resolve conflicts in a range of situations. ○ provide clear direction and expectations when delegating tasks. ○ lead training initiatives for external agencies. ○ provide constructive feedback to support others to achieve goals and objectives.	**Knowledge of:** ○ team members' strengths and areas for development. ○ team/group dynamics and how to manage them effectively. ○ task and role requirements.

KEY AREA 8: LEADERSHIP (LD)

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ communicate effectively with key stakeholders, team leaders and team members. ○ network with other teams and agencies proactively. ○ operate in CIMS. ○ access support and help for internal and external team or organisation. ○ support team members to manage their wellbeing and stress levels in a pressure situation. ○ facilitate/lead discussions to a meaningful outcome. ○ draw out information from all team members. ○ demonstrate stress management techniques. ○ obtain cooperation through use of strong interpersonal skills. ○ effectively work through others to accomplish objectives. ○ analyse long term impacts of decisions. ○ clearly communicate consequences of actions / inactions. ○ provide professional, sound, evidence-based advice to stakeholders.	**Knowledge of:** ○ decision making processes. ○ Incident Action Plan operational tasking. ○ stress management principles and techniques. **Awareness of:** ○ products and innovations in the sector.

LD04 Leadership is demonstrated through professional conduct and effective self management

Skills specific to this competency	Knowledge specific to this competency
Is able to: ○ enhance and develop working relationships with other agencies. ○ empathise with others and understand their roles and goals. ○ effectively communicate with a diverse range of people, adapting style to suit the audience. ○ lead a group of people. ○ demonstrate communication styles that recognise personal differences especially in regard to stressors. ○ provide professional, sound, evidence based advice to stakeholders. ○ demonstrate time management practices and principles. ○ delegate effectively, providing clear direction and expectations. ○ demonstrate ethical and equitable behaviour.	**Awareness of:** ○ own strengths, weaknesses and abilities. ○ the potential impacts on families of emergency staff involved in emergency response and/or recovery activities.

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