



Civil Defence Emergency Management

# Competency Framework Role Map

# Control



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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 roles of the Civil Defence Emergency Management (CDEM) Control function: Controller, Response Manager, Technical Experts, Personal Assistants and Safety, Legal and Reputational Risk. 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 roles, and the personal attributes that best suit the roles. 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 Control function role may be required to know or do. Parent organisations may differ in terms of expectations and responsibilities of Control function role 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 the Control function roles.

**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 perform one of the Control function roles 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 function in these roles.

## Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the Control function roles 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.

# Role Map Overview, continued

## 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	
<b>Knowledge of:</b>	<ul style="list-style-type: none"> <li>the principles of comprehensive emergency management.</li> <li>the response team's role and responsibilities within a CDEM organisation.</li> <li>relevant SOPs.</li> <li>CDEM terminology.</li> <li>risks and hazards in the local area/region.</li> </ul>
<b>Awareness of:</b>	<ul style="list-style-type: none"> <li>key documented arrangements such as MOUs and SLAs.</li> <li>CDEM-related legislation.</li> <li>roles and responsibilities of, and within, all CDEM organisations.</li> </ul>

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	
<b>Knowledge of:</b>	<ul style="list-style-type: none"> <li>the New Zealand Hazardscape and the definition of hazards</li> <li>the Health and Safety in Employment Act (1992)</li> </ul>
<b>Awareness of:</b>	<ul style="list-style-type: none"> <li>the principles of risk management</li> </ul>

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

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	
Skills specific to this competency	Knowledge specific to this competency
<b>Is able to:</b> <ul style="list-style-type: none"> <li>contribute to monitoring processes to fit with local arrangements and/or CDEM Group plan.</li> <li>contribute to evaluation processes as part of local arrangement planning and/or CDEM Group planning.</li> </ul>	<b>Knowledge to:</b> <ul style="list-style-type: none"> <li>monitoring and evaluation processes within own CDEM organisation.</li> <li>where to get current information about hazards.</li> </ul>

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

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

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# Control role map

Statements common to all areas	Controller	Response Manager	Technical experts	Personal Assistants	Safety, Legal & Reputational Risk
<b>Knowledge of:</b>					
The principles of comprehensive emergency management.	✓	✓	✓		✓
CDEM-related legislation.	✓	✓			
Key documented arrangements such as relevant SOPs, MOUs, and SLAs.	✓	✓		✓	
Local arrangements and the CDEM Group plan.	✓	✓		✓	
Roles and responsibilities of, and within, all CDEM organisations.	✓	✓		✓	
The Controller's role and responsibilities within a CDEM organisation.	✓	✓			
The Controller's powers and functions under the CDEM Act (2002).	✓	✓			
Principles and concepts of community and organisational resilience.	✓				
Communities in the area of responsibility and their vulnerabilities to local area/regional risks.	✓	✓			
Response concepts and practice.	✓	✓			
Recovery concepts and practice.	✓	✓			
The principles of CIMS.	✓	✓		✓	
Government Crisis Management Arrangements.	✓	✓			
The New Zealand Hazardscape and the definition of hazards.	✓	✓	✓		✓
CDEM terminology.	✓	✓	✓	✓	✓
The Local Government Act (2002).	✓	✓			
The Health and Safety in Employment Act (1992).	✓	✓			
The Privacy Act (1993) principles.	✓	✓			

# KEY AREA 1: RELATIONSHIP MANAGEMENT

<b>RM01 Relationships with key individuals, partner organisations and communities are established</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>is able to:</b>					
Explain and enact the powers, functions and delegations of the Controller and the CDEM Group in accordance with the CDEM Act 2002 and CDEM Group Plans, and when these powers, functions and delegations take effect.	✓				
Engage and consult with political leaders and key stakeholders to lead the preparation to operate in a CDEM response.	✓				
Identify the issues and determine who needs to be involved to achieve the desired goal.	✓				
Build and maintain strong relationships with partner agencies, and ensure that relationships also exist between agencies.	✓	✓	✓	✓	
Acknowledge and manage volunteers.	✓	✓			
<b>Knowledge of:</b>					
CDEM Group/local plans.	✓	✓			

<b>RM02 Established relationships are actively managed and sustained</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>is able to:</b>					
Maintain relationships with key personnel, agencies and stakeholders in CDEM.	✓	✓	✓	✓	✓
Identify and support, through the provision of information, political leaders such as local body officials, elected officials and the chairperson of the CEG in CDEM.	✓				
Influence, negotiate and persuade across jurisdictional boundaries to achieve objectives and overcome obstacles.	✓				
Recognise key political and other factors which may impact on working relationships and deal with these sensitively and strategically.	✓				
Determine, analyse and resolve the key issues in any negotiation process.	✓	✓			
Distinguish, describe and utilise, in relation to CDEM, the roles of Central, Regional and Local Government.	✓	✓		✓	
Identify and accommodate the expectations of key agencies, emergency services and stakeholders in CDEM.	✓	✓			

<b>RM02 Established relationships are actively managed and sustained</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Explain the relationship between the Controller and Recovery Manager.	✓	✓		✓	
Explain the relationship between Local Controllers, Group Controllers and the National Controller.	✓	✓	✓	✓	✓
Explain and use the relationship between the Controller and key support people including the Emergency Management Officer.	✓	✓			
Describe and use the role(s) of political leaders during an emergency event.	✓	✓			
Work effectively with the Group's REMA.	✓	✓			
<b>Knowledge of:</b>					
The boundaries in which local/regional agency and elected officials can operate during a CDEM emergency.	✓	✓			
Key personnel from CDEM support agencies within area of responsibility.	✓	✓		✓	
The resources and skills of key agencies, emergency services and stakeholders in CDEM.	✓	✓			



## KEY AREA 2: INFORMATION MANAGEMENT

<b>Statements common to IM01 – IM05</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Knowledge of:</b>					
Principles for establishing and communicating a common operating picture.	✓	✓			
The information needs and information flow processes of the CC.	✓	✓	✓	✓	✓
The National CDEM Plan/CDEM Group plan.	✓	✓			
The range of information systems and processes used in CDEM.	✓	✓		✓	
Standard briefing and debriefing processes and techniques.	✓	✓	✓		✓
Response priorities.	✓	✓			
Recovery processes.	✓	✓			
Information requirements of support/national agencies.	✓	✓	✓		✓

<b>IM01 Information needs are identified and understood</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Analyse information and determine an appropriate response in CDEM emergencies.	✓	✓			
<b>Knowledge of:</b>					
The local/regional hazardscape and risk.	✓	✓	✓		✓

<b>IM02 Information systems and processes are developed</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Direct the process for collecting information to be used in impact and needs assessment.	✓	✓			
<b>Knowledge of:</b>					
Modern information system operation.	✓	✓			

<b>IM03 Systems and processes are applied to collect and maintain information</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Identify and describe the potential impacts and consequences of an event over the short, medium and long term.	✓	✓	✓		✓
Establish the level (scale and nature) of emergency response required.	✓	✓			
Establish priorities in accordance with the CDEM Group Plan and/or local arrangements relevant for the CDEM emergency and local community.	✓	✓			
Identify gaps in information.	✓	✓	✓		✓
Prioritise information.	✓	✓	✓		✓
<b>Knowledge of:</b>					
The local/regional hazardscape and risk.	✓	✓	✓		✓
Local and regional response capabilities.	✓	✓			

<b>IM04 Information is produced and disseminated</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Oversee the development and dissemination of a common operating picture.	✓	✓			
Oversee and guide the development of an action plan for the respective level of response and provide final approval.	✓	✓			
Organise and present information logically and critically and ensure it is timely, accurate and complete.		✓	✓		
Oversee and present information logically and critically and ensure it is timely, accurate and complete.	✓				
Direct the development of the situation report and the action plan including providing final approval.	✓				
Contribute to the creation of a Response Transition Report.	✓	✓		✓	

<b>IM05 Information systems and processes are evaluated</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Evaluate the common operating picture.	✓	✓			
Evaluate an action plan in a proactive manner.	✓	✓			
Evaluate information systems and processes logically and critically and ensure it is timely, accurate and complete.	✓	✓			
<b>Awareness of:</b>					
Information requirements of support/national agencies.	✓	✓	✓		✓
Monitoring and evaluation processes within CDEM Group.	✓	✓			
The CDEM Monitoring and Evaluation Framework and its capability assessment tool.	✓	✓			

## KEY AREA 3: RISK MANAGEMENT

<b>Statements common to RS01 – RS03</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Knowledge of:</b>					
Principles, processes and terminology of integrated risk management based on the ISO 31000:2009 standard.	✓	✓	✓		✓
<i>Risk Management for Local Government</i> (SNZ HB4360:2000) and its principles, processes & terminology.	✓	✓			✓
<i>Business Continuity Management</i> (SAA/SNZ HB 221: 2004) and its principles, processes & terminology.	✓	✓			✓
Risks and hazards in the area of responsibility and their potential consequences.	✓	✓	✓		✓
The vulnerability of communities to the range of potential consequences in the area of responsibility.	✓	✓			✓
How to respond to risks and hazards in the area of responsibility.	✓	✓	✓		✓
How information about risks and hazards is best communicated to the public.	✓	✓	✓		✓
The Resource Management Act (1991).	✓	✓			✓

<b>RS01 Hazards and risks are recognised, understood and communicated</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Contribute to technical review group discussions and act effectively on information provided.	✓	✓	✓		✓
Foster engagement and partnerships with non-government, civil, and private sector agencies on risk management.	✓	✓	✓		✓
Contribute to coordinated hazard risk management at the local, regional, national levels.	✓	✓	✓		✓
Provide advanced specialist advice at the national and regional levels.			✓		✓
Research and develop concepts across hazard risk			✓		✓
Contribute to improving CDEMs approach to hazard risk management.			✓		✓
<b>Knowledge of:</b>					
The risk profile in their area.	✓	✓	✓		✓
The hazards and risks their communities face.	✓	✓	✓		✓

<b>RS02 Risk management is understood and applied</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Apply knowledge of the natural, social, economic and built environments (and known trends/forecasts of changes to these environments) over time.	✓	✓	✓		
Lead a coordinated approach to risk management within the wider organisation and between organisations.	✓				✓
Identify and mitigate organisational risks to achieving efficient and effective management of emergencies.	✓				✓
Apply the employing organisation's guiding principles for risk reduction.	✓				✓
Champion the importance of business continuity, resilience principles and practices to other organisations, businesses, communities and individuals.	✓				✓
Coordinate science advice and the application of research.			✓		
Identify and analyse emerging national and international issues and trends.			✓		
Conduct environmental scanning.			✓		

<b>RS03 Risk management processes and outcomes are monitored, evaluated and reviewed</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Contribute to the establishment of monitoring processes to fit with the CDEM Group plan and territorial authority planning.	✓	✓			✓
Contribute to the design and facilitation of processes as part of CDEM Group planning and/or TA readiness arrangements.	✓	✓			✓
Assess, monitor and report on regional hazards and associated risks.			✓		
<b>Knowledge of:</b>					
Monitoring and evaluation processes within CDEM Group.	✓	✓			✓

# KEY AREA 4: PLANNING

<b>Statements common to PL01 – PL04</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Comprehensive understanding of:					
The CDEM Group Plan.	✓	✓			
Knowledge of:					
Risks and hazards in the area of responsibility.	✓	✓	✓		✓
The potential consequences of the hazards in area of responsibility.	✓	✓	✓		✓
The content and organisation of other agency plans.	✓				
CDEM planning processes and documents (e.g. CDEM Group Plan and National CDEM Plan).	✓	✓			
Operational planning concepts and practice.	✓	✓			

<b>PL01 Purposes and objectives of plans are agreed and understood</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Is able to:					
Take account of community needs in an emergency response	✓	✓			
Establish the response purpose and objectives for the action plans for the respective level of response.	✓	✓			
Provide leadership and direction on contingency plan priorities.	✓	✓			
Provide oversight and guidance of the operational outputs	✓	✓			

<b>PL02 Plans are developed, written and maintained in accordance with the agreed purpose and objectives</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Is able to:					
Set the objectives for local/CDEM Group action plan.	✓				
Contribute to the development of a local/CDEM Group plan.	✓	✓	✓	✓	
Make effective decisions based on the information provided.	✓				
Implement the Action Plan.	✓	✓			

<b>PL02 Plans are developed, written and maintained in accordance with the agreed purpose and objectives</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Knowledge of:</b>					
Planning partners to be engaged.	✓	✓			
Planning requirements and considerations for an emergency response.	✓	✓			

<b>PL03 Plans are coordinated and integrated across all levels and partners</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Work with partners to ensure that planning, whether pre or during an emergency is coordinated, integrative and collaborative, and meets community needs.	✓	✓			
<b>Knowledge of:</b>					
Support agency roles and contact persons.	✓	✓			

<b>PL04 Plans are evaluated and updated</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Contribute to the evaluation and enhancement of plans.	✓	✓	✓		✓
<b>Knowledge of:</b>					
Monitoring and evaluation processes within CDEM Group.	✓				

# KEY AREA 5: IMPLEMENTATION

Statements common to IP01 – IP05	Controller	Response Manager	Technical experts	Personal Assistants	Safety, Legal & Reputational Risk
Comprehensive understanding of:					
The CDEM Group Plan.	✓	✓			
Knowledge of:					
Risks and hazards in the area of responsibility.	✓	✓	✓		✓
The potential consequences of the hazards in area of responsibility.	✓	✓	✓		✓
Principles for establishing and communicating a common operating picture.	✓	✓			
The National Warning System.	✓	✓			
All CC functions	✓	✓		✓	
Standard briefing and debriefing processes and techniques.	✓	✓	✓		✓
The CDEM Group and local CC operations.	✓	✓		✓	
Relevant contingency plans.	✓	✓			✓

IP01 Assigned CC roles are performed in accordance with existing plans and SOPs	Controller	Response Manager	Technical experts	Personal Assistants	Safety, Legal & Reputational Risk
Is able to:					
Oversee the development of a common operating picture.	✓				
Direct the assembly of resources proportionate to the scale and complexity of the response required.	✓				
Direct the activation of the CC to the level required by the emergency situation.	✓	✓			
Coordinate agreed functions with other agencies.	✓	✓			
Liaise with MCDEM representatives.	✓	✓			
Liaise with Group Controller (Local Controller).	✓	✓			
Consider the facts and determine the need for a declaration, and articulate this information to the person authorised to declare.	✓	✓			
Assist and support Local Controller(s) (Group Controller).	✓	✓			
Direct processes for managing responders.	✓	✓			
Communicate response activities over the short, medium and long term.	✓	✓			



<b>IP01 Assigned CC roles are performed in accordance with existing plans and SOPs</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Allocate task, manage and supervise CC teams in accordance with the CDEM Group or local CC SOPs.	✓	✓			
Monitor the response in accordance with CDEM Group or Local CC SOPs and the CDEM Group Plan or local arrangements.	✓	✓			
Supervise the implementation of CDEM Group or local EOC SOPs.	✓	✓			
Monitor preparedness to operate as a Controller in CDEM and CDEM emergencies and take any remedial action identified.	✓	✓			
Support the capability and capacity development of the ECC and EOC team.	✓	✓			
Conduct briefings and debriefings with team members and/or key stakeholders and other agencies to evaluate a response, identify and implement improvements and take steps to address issues.	✓	✓			
Provide the Controller with dependable personal secretarial and administrative support.				✓	
Provide effective diary management and prioritisation of commitments.				✓	
Provide personal and confidential secretarial support				✓	
<b>Knowledge of:</b>					
The information needs and information flow processes of the CC.	✓	✓			
The CC activation criteria.	✓	✓		✓	

<b>IP02 Emergencies are managed in accordance with the scale of activity, existing plans and SOPs</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Assess impacts and extent of the emergency event, and guide the development of a common operating picture.	✓	✓			
Establish the control objective/aim for an emergency.	✓	✓			
Anticipate the possible development of the emergency.	✓	✓			
Develop an understanding of all the consequences caused by the impact of the emergency.	✓	✓			✓

<b>IP02 Emergencies are managed in accordance with the scale of activity, existing plans and SOPs</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Respond to, and act upon, National Warning System messages.	✓	✓			
Direct the use of CDEM Group warning and public alerting systems.	✓				
Prioritise response measures.	✓	✓			
Monitor agencies in their roles throughout the response.	✓	✓			
Exercise statutory powers under the CDEM Act 2002.	✓				
Consider and consult with Local Controllers and partner agencies, the need to further escalate or de-escalate a response (Group Controller).	✓				
Explain the declaration, extension, termination process in accordance with the CDEM act 2002 and CDEM Group Plans.	✓	✓			
Conduct briefings and debriefings with team members and/or key stakeholders and other agencies to evaluate a response, identify and implement improvements and take steps to address issues.	✓	✓			
Support and assist the Group Controller as required (Local Controller).	✓	✓			
Consider the evolving situation with the Group Controller (Local Controller).	✓				
Manage the response at the local level (Local Controller).	✓				
Coordinate the response at the Group level (Group Controller).	✓				
Assess the purpose and appropriateness of a declaration of a state of emergency.	✓				
Provide regular updates to all Local Controllers and regional emergency services representatives (Group Controller).	✓				
Respond to direction and priorities set out by the Group Controller(Local Controller).	✓				
Continue to strategically plan and coordinate response efforts at the Group level (Group Controller).	✓				
Resolve conflicts, confrontations and disagreements in a high pressure situation to minimise negative personal and organisational impacts.	✓	✓			

<b>IP02 Emergencies are managed in accordance with the scale of activity, existing plans and SOPs</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Manage the transition from response to recovery in accordance with the National CDEM Plan, CDEM Group Plan, Recovery Plan and/or local arrangements.	✓	✓			
Describe the exit and stand down process in accordance with employing organisation CDEM arrangements.	✓	✓			
Describe the management of the recovery operation.	✓	✓			
Respond to and coordinate the activities of the various agencies/organisations during the response.	✓	✓			
Direct and lead proposed response actions of the CC.	✓				
Direct and lead response activities within the CC.		✓			
<b>Knowledge of:</b>					
Conflict management processes and support tools.	✓	✓			

<b>IP03 Human resources are managed in order to achieve maximum effectiveness</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Manage work flow and resourcing.	✓	✓			
Motivate and direct team members.	✓	✓			
Resolve conflicts, confrontations and disagreements in a high pressure situation to minimise negative personal and organisational impacts.	✓	✓			
Demonstrate compliance with health and safety regulations and personal readiness obligations in a CDEM environment.	✓	✓	✓	✓	✓
Monitor individual/team readiness and wellbeing during CDEM emergencies.	✓	✓			
Identify, understand and address psychological impacts on self, team and community.	✓	✓		✓	✓
Maintain a state of personal preparedness.	✓	✓	✓	✓	✓
Monitor the performance of individual team members and resources and take any remedial action required.	✓	✓			
Identify the issues and determine who needs to be involved to achieve the desired goal.	✓	✓			

<b>IP03 Human resources are managed in order to achieve maximum effectiveness</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Knowledge of:</b>					
HR procedures, roles and policies.	✓	✓		✓	✓
Personal preparedness concepts.	✓	✓	✓	✓	✓
Conflict management processes and support tools.	✓	✓			
Stress management principles.	✓	✓	✓	✓	✓
Principles of coaching.	✓	✓			
<b>Awareness of:</b>					
The potential impacts on families of emergency staff involved in emergency response and/or recovery activities.	✓	✓		✓	

<b>IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Operate a range of communications equipment in an CC.	✓	✓		✓	
Allocate resources in accordance with the scale of the emergency.	✓	✓			
Maintain a fully activated and resourced ECC in support of the Local EOCs and NCMC (Group Controller).	✓	✓			
Negotiate further resources from neighbouring CDEM Groups or Central Government (Group Controller).	✓	✓			
Negotiate further resources from CDEM Group (Local controller).	✓	✓			
Identify likely resource requirements in the CC.		✓			
<b>Knowledge of:</b>					
Resource allocation policies and protocols.	✓	✓			
Infrastructure requirements and capabilities.	✓	✓			
Resources available locally or regionally.	✓	✓			

<b>IP05 Financial management processes are implemented and funds allocated</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Operate within the CDEM organisation's financial management processes and delegations.	✓	✓			✓
<b>Knowledge of:</b>					
Financial management processes and fund allocation protocols.	✓	✓			✓

## KEY AREA 6: COMMUNICATION

<b>Statements common to CM01 – CM04</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Knowledge of:</b>					
The National Warning System.	✓	✓			
Advisory and warning protocols.	✓	✓			

<b>CM01 Effective communication with partners and communities is achieved at all levels and across all functions of CDEM</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Maintain internal and external communication channels in CDEM and CDEM emergencies.	✓	✓			
Communicate clearly in a range of situations and by various channels.	✓	✓	✓	✓	✓
Develop and use a variety of group facilitation processes to communicate with partners and communities.	✓	✓			
Express complex ideas and concepts in a manner that can be easily understood and applied.	✓	✓	✓		✓
Communicate information in a way that increases and builds confidence and positive relationships with key partners and communities.	✓	✓	✓		✓
Conduct meetings, briefings and debriefings with team members and/or key stakeholders and other agencies to evaluate a response, identify and implement improvements and take steps to address issues.	✓	✓			
Ensure effective communication and information flow in the CC.	✓	✓			
<b>Knowledge of:</b>					
Media and communications protocols.	✓	✓			
Standard briefing and debriefing processes and techniques.	✓	✓			
Relevant community groups.	✓	✓			
Existing relationships with local media.	✓	✓			
Local public alerting systems.	✓	✓			
Where to access advice and support in a response.	✓	✓	✓		✓

<b>CM02 CDEM public education/risk communication programmes are developed to support community readiness and risk reduction</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Explain public education and risk communication programmes in own area of responsibility.	✓	✓			
Actively contribute to and participate in public education programmes.	✓	✓			
<b>Knowledge of:</b>					
Existing public education programmes within area of responsibility, including their efficacy.	✓	✓			

<b>CM03 Public information messages are developed and disseminated during response and recovery</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Maintain internal and external communication channels in CDEM and CDEM emergencies.	✓	✓			
Direct the development of a communications plan in accordance with the needs of the situation and audiences.	✓	✓			
Determine key messages for inclusion in the communications plan.	✓	✓	✓		
Initiate, implement, maintain and evaluate the communication of the plan through available communication channels.	✓	✓			
Interpret and apply a broad range of cultural perspectives to all public information messages.	✓	✓			
Work with the PIM to ensure that key messages to the public are clear, accurate and provide reassurance and direction during the response.	✓	✓			
<b>Knowledge of:</b>					
Available communication channels in own area of responsibility.	✓	✓	✓		✓
The cultural composition of the community and its implications on response and recovery activity.	✓	✓			
Media and communications protocols.	✓	✓			
PIM protocols and procedures.	✓	✓			
Good practice in public information messaging and risk communication.	✓	✓			

<b>CM04 Media are engaged in public information management and public education</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Direct the development of a Request for Broadcast with national media agencies.	✓	✓			
Establish with the PIM the extent of briefings to the media and the information that can be released.	✓	✓			
Address press conferences and participate effectively in a media interview.	✓				
<b>Knowledge of:</b>					
CDEM Group and own organisation's protocols for working with the media	✓	✓		✓	
Basic media requirements.	✓	✓		✓	
Media and communications protocols.	✓	✓			
PIM protocols and procedures.	✓	✓			



# KEY AREA 7: CAPABILITY DEVELOPMENT

<b>Statements common to CD01 – CD05</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Knowledge of:</b>					
The National Warning System.	✓	✓			
The CDEM Competency Framework.	✓	✓			
<b>Awareness of:</b>					
Exercise planning protocols.	✓	✓			

<b>CD01 Capability development opportunities are actively sought and undertaken</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Identify gaps in response planning and capabilities.	✓	✓			
Identify and maximise suitable learning opportunities to develop own capabilities.	✓	✓			
Identify own skill gaps and priority areas for development.	✓	✓	✓	✓	✓
Set own goals to achieve objectives.	✓	✓	✓	✓	✓
Support the capability and capacity development of the CC team.	✓	✓		✓	
<b>Knowledge of:</b>					
Current training and educational opportunities available.	✓	✓			
Relevant recruitment, training and retention strategies.	✓	✓			

<b>CD02 Training and education programmes are developed and delivered</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Share knowledge and experience to benefit the development of learning opportunities for individuals.	✓	✓	✓	✓	✓
Support opportunities to contribute to the development and delivery of CDEM training and education.	✓	✓	✓	✓	
Monitor team skills and training and address skill gaps.	✓	✓			
<b>Knowledge of:</b>					
The principles of adult education and training processes.	✓	✓			

<b>CD03 CDEM exercises are developed and carried out</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Identify opportunities to support to the development and delivery of CDEM exercises.	✓	✓	✓	✓	✓
Participate effectively in CDEM exercises to test processes and procedures and to support own response capability	✓	✓	✓	✓	✓

<b>CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Identify and maximise opportunities to develop own capability and that of the CDEM organisation.	✓	✓	✓	✓	✓
<b>Knowledge of:</b>					
Current training and educational opportunities available.	✓	✓	✓	✓	✓

<b>CD05 Organisational capability is monitored and evaluated</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Monitor own training and response activities to identify where improvements can be made.	✓	✓	✓	✓	✓
Contribute to the monitoring and evaluation of available capability development activities including training and briefings, tests and exercises.	✓	✓			
Establish readiness indicators and conduct checks against these indicators.	✓	✓			
<b>Knowledge of:</b>					
Business continuity principles and organisation dependencies on other service providers.	✓	✓			✓
The CDEM Monitoring and Evaluation Framework and its capability assessment tool.	✓	✓			
Monitoring and evaluation processes within CDEM Group.	✓	✓			
<i>Business Continuity Management (SAA/SNZ HB 221: 2004)</i> and its principles, processes and terminology.	✓	✓			✓

## KEY AREA 8: LEADERSHIP

<b>Statements common to LD01 – LD04</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Comprehensive understanding of:</b>					
The National CDEM Strategy and other central government strategies supporting sustainable development and community resilience.	✓	✓			
The CDEM vision at all levels.	✓	✓			
<b>Awareness of:</b>					
Principles for establishing and communicating a common operating picture.	✓	✓			
Warning systems.	✓	✓			

<b>LD01 A CDEM vision is developed and articulated</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Contribute to the development of, and effectively articulate, the CDEM vision.	✓	✓			
Explain own, organisations', and communities' roles in relation to the CDEM vision.	✓	✓			
<b>Knowledge of:</b>					
The CDEM vision and goals.	✓	✓	✓		
Organisational and strategic contexts.	✓	✓			
Community needs and aspirations.	✓	✓			

<b>LD02 An environment is created that empowers others to act and succeed</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Resolve conflicts in a range of situations.	✓	✓			
Encourage sharing of information.	✓	✓			
Direct and motivate staff and team members to achieve objectives.	✓	✓			
Eliminate or minimise barriers to the achievement of response objectives.	✓	✓			
Cope with stressful situations within a confused and rapidly changing environment.	✓	✓	✓	✓	✓
Lead the CC and coordinate operations during an emergency response.	✓	✓			

<b>LD02 An environment is created that empowers others to act and succeed</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
Oversee, facilitate and maintain CC operational focus.		✓			
Assist and guide the CC through the transition process of the different levels of response.		✓			
<b>Knowledge of:</b>					
Team members' strengths and communication and working styles.	✓	✓			
Management of team/group dynamics.	✓	✓			
Leadership concepts and practice.	✓	✓			
Standard briefing and debriefing processes and techniques.	✓	✓	✓		✓

<b>LD03 Leadership is demonstrated through strategic decision making that influences others and drives change</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Identify opportunities to develop innovative solutions.	✓	✓	✓		
Make effective tactical and strategic decisions that demonstrate consideration of the risk and needs of existing and potential partners and communities.	✓	✓			
Operate within the CIMS.	✓	✓	✓	✓	✓
Understand the key powers and functions of the Controller, and how to prepare for this role.	✓	✓			
Represent the Controller in their absence and make decisions.		✓			
<b>Knowledge of:</b>					
Team members' strengths and communication and working styles.	✓	✓			
Management of team/group dynamics.	✓	✓			
Leadership concepts and practice.	✓	✓			
Standard briefing and debriefing processes and techniques.	✓	✓	✓		
The decision making process and sign off.	✓	✓			

<b>LD04 Leadership is demonstrated through professional conduct and effective self-management</b>	<i>Controller</i>	<i>Response Manager</i>	<i>Technical experts</i>	<i>Personal Assistants</i>	<i>Safety, Legal &amp; Reputational Risk</i>
<b>Is able to:</b>					
Identify and employ coping mechanisms to manage own wellbeing.	✓	✓	✓	✓	✓
Maintain a state of personal preparedness to operate as a Controller in CDEM and CDEM emergencies and take any remedial action required.	✓				
Provide guidance and direction to Function Managers.	✓	✓			
Prepare and conduct CC briefings.	✓	✓			
Conduct stakeholder briefings.	✓	✓			
Demonstrate flexibility in a rapidly changing environment.	✓	✓	✓	✓	✓
Demonstrate professionalism, and fosters professional behaviours in others	✓	✓	✓	✓	✓
<b>Knowledge of:</b>					
Standard briefing and debriefing processes and techniques.	✓	✓	✓		✓
Stress management principles.	✓	✓	✓	✓	✓
<b>Awareness of:</b>					
The potential impacts on families of emergency staff involved in emergency response and/or recovery activities.	✓	✓	✓	✓	✓

