



Civil Defence Emergency Management

Competency Framework Role Map

CDEM Response Teams



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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 role of a **Civil Defence Emergency Management (CDEM) Response Team member**. 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 in a CDEM Response Team may be required to know or do. CDEM Response Team owners or parent organisations may differ in terms of expectations and responsibilities of team members 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 CDEM Response Team members, including Team Leaders.

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 CDEM Response Team member 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 CDEM Response Team member.

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.

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:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> the New Zealand Hazardscape and the definition of hazards. the Health and Safety in Employment Act (1992).
Awareness of:	<ul style="list-style-type: none"> 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 first competency 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> monitoring and evaluation processes within own CDEM organisation. where to get current information about hazards.

Knowledge statements applicable to the first competency 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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CDEM Response Team Members

Framework responsibilities

The responsibilities agreed by the CDEM sector under the current CDEM arrangements are described in the *National CDEM Plan (2005)*, the *Guide to the National CDEM Plan* and the *National CDEM Strategy*. The role of CDEM Response Teams may be set out in the CDEM Group Plan and/or local arrangements.

Description of role

CDEM Response teams are teams of managed volunteers owned by, and accountable to, a specific local authority or organisation.

CDEM Response Teams are established to provide an emergency response capability during a local emergency situation that is relevant to local hazards, risks and vulnerabilities.

These teams undertake regular training to enable them to support a CDEM response in a number of ways including:

- assisting with flood protection
- staffing Emergency Operations Centres (EOCs)
- conducting reconnaissance of incident sites
- staffing welfare centres to care for evacuees, and
- general rescue tasks.

Attributes

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

Essential attributes

- Demonstrates professionalism, and fosters professional behaviour in others.
- Demonstrates flexibility and is open to new ideas.
- Is reliable and dependable.
- Supports colleagues, and is collaborative.
- Demonstrates the ability to see own role in relation to the wider operational context.
- Demonstrates ability to manage own wellbeing and operate effectively in a pressured environment.
- Is solutions-focused when problem solving.
- Is respectful of cultural differences.
- Demonstrates empathy and willingness to understand and respect others' needs.
- Demonstrates leadership, and motivates others.
- Is self-motivated.
- Demonstrates ability to follow instructions and work unsupervised.
- Demonstrates commitment to a collaborative operating environment.
- Demonstrates ability to achieve team buy in to the development of plans and procedures (Team Leader – TL).

Desirable attributes

- Demonstrates commitment to ongoing personal and professional development.
- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.
- Fosters an environment of continuous learning.
- Is respectful of the ideas of others at all times.
- Maintains a good level of fitness.

Key documents and references for this role

- USAR Cat-1A – USAR Awareness Student Manual
- Group CDEM Plans and local arrangements
- CDEM Act (2002)
- *The National CDEM Plan (2005)*
- *The Guide to the National CDEM Plan*
- CDEM Group Welfare Plans
- CDEM Group/Local Communication/Public Information Plans
- CDEM Group/Local Evacuation Plans
- *General Rescue Manual (2006)*

Acronyms and abbreviations

- CDEM**.....Civil Defence Emergency Management
CIMSCoordinated Incident Management System
ECCEmergency Coordination Centre (see GEOC)
EOCEmergency 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.
HRHuman Resources
LALocal Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities)
MOUMemorandum of Understanding
PIM.....Public Information Manager
SLA.....Service Level Agreement
SOPsStandard Operating Procedures
TL.....Team Leader. Where this acronym is used in this role map it indicates that the statement **only** applies to a CDEM Response Team Leader.

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 Response Team member.

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.
- local community and its issues and vulnerabilities.

Awareness of:

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

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

RM01 Relationships with key individuals, partner organisations and communities are established	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ pro-actively establish and develop relationships with people in other organisations and agencies at all levels ○ give a presentation to the target audience that is engaging and results in key messages being clearly received. ○ establish and develop relationships with people and communities of other cultures. ○ develop effective relationships within an organisation (TL). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the principles of CIMS. ○ key personnel from CDEM organisations within a local area/region. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ local and CDEM Group recovery plans. ○ the needs of the individuals, organisations and communities to be engaged.

RM02 Established relationships are actively managed and sustained	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ demonstrate effective time management in response to the current situation. ○ document participation in activities in accordance with organisational requirements. ○ create a forum or system for acknowledging individual and community contributions and successes (TL). ○ engage within organisational protocols with the Mayor/Chief Executive/media to promote recognition of individuals (TL). ○ address issues of concern within a relationship in an appropriate manner. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ relevant standard operating procedures. ○ information systems in own and other CDEM organisations. ○ CDEM terminology.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

STATEMENTS COMMON TO IM01- IM05	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ Identify and use the correct information systems and processes. ○ Develop and maintain SOPs for a response team in accordance with organisational protocols (TL). ○ Operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the Privacy Act (1993) principles. ○ how to operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding. 	

IM01 Information needs are identified and understood	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify the range of audiences. ○ identify what information is relevant to each of the audiences in the range. ○ source information as required. ○ assess and prioritise received information. ○ process and summarise information as required. ○ identify operational information requirements. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the CDEM organisation’s information code of conduct. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ 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	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify and apply the legislative requirements for gathering, storing, releasing and disposal of information. ○ identify and use alternative information systems when the primary system is not operational. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ team’s own Terms of Reference (if existing). ○ the local CDEM information systems and processes. ○ plans of available resources before and after incidents (TL). <p>Awareness of:</p> <ul style="list-style-type: none"> ○ potential failures possible in existing systems and how to address them (TL).

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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ 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. ○ manage records during a response (TL). ○ identify and use the correct record keeping and information procedures in accordance with organisational protocols. ○ interpret information and communicate or relay it effectively between the team, management and other (response) organisations (TL). ○ operate specific information systems in accordance with regional and organisational requirements and standard operating procedures. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ databases used to store information such as plans and standard operating procedures. ○ available and relevant information channels. ○ the information needs of the EOC. ○ the principles of CIMS. ○ PIM protocols and procedures. ○ suitable systems and processes for information collection, collation, storage and distribution. ○ protocols and policies associated with information use (including use of the Civil Defence logo). ○ how to set up and run an incident site in accordance with the principles of the CIMS. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ information sources within the CDEM Group and LA (TL).

IM04 Information is produced and disseminated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ question, assess and analyse information. ○ prioritise information to produce and/or update a situation report. ○ check the source and validity of information prior to dissemination. ○ determine and distinguish team information requirements from the overall operational information requirements (TL). ○ structure information to make it suitable for a range of purposes (TL). ○ identify and use a range of tools to communicate information (e.g. bulletin and display boards). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the requirements for, and structure of, situation reports and Incident Action Plans. ○ the engagement timeframes for a range of incidents. ○ prescribed organisational forms. ○ organisation's timelines for information reporting. ○ different sources of information and their reliability.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM05 Information systems and processes are evaluated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ apply monitoring and evaluation techniques to determine solutions to problems (TL).○ conduct briefings and debriefings with team members and/or key stakeholders and other agencies using a standardised format to evaluate a response, identify and implement improvements to be made and take steps to remedy emerging issues (TL).	<p>Knowledge of:</p> <ul style="list-style-type: none">○ standard briefing and debriefing processes.○ the monitoring and evaluation processes within CDEM organisations (TL).

KEY AREA 3: RISK MANAGEMENT (RS)

STATEMENTS COMMON TO RS01– RS03	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> the New Zealand Hazardscape and the definition of hazards. the Health and Safety in Employment Act (1992). <p>Awareness of:</p> <ul style="list-style-type: none"> the principles of risk management. 	

RS01 Hazards and risks are recognised, understood and communicated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> conduct a risk analysis for an incident ground. identify hazards and apply hazard and risk management procedures at an incident site. conduct a community/individual needs assessment in a recovery situation. recognise risks and hazards at an incident site and operate safely at all times. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> the response team’s role and responsibilities within a CDEM organisation. how information about risks and hazards is best disseminated to the public. how to respond to risks and hazards at an incident site. the current guidelines and procedures for managing hazards at an incident site. safety around electrical and utility hazards at an incident site. <p>Awareness of:</p> <ul style="list-style-type: none"> roles and responsibilities of, and within, all CDEM organisations. hazards associated with confined spaces. hazards associated with heights. the hazards associated with rescue.

RS02 Risk management is understood and applied	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> communicate risk treatment options to the team clearly and concisely (TL). create basic maps of an incident ground that include identification of hazards. take the appropriate steps to eliminate, minimise or isolate identified risk(s). identify and liaise with the correct agency to deal with the risk. identify staff trained to the correct level required to eliminate, minimise or isolate the risk(s) associated with the hazard (TL). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> how to isolate, eliminate and minimise risks at an incident site.

KEY AREA 3: RISK MANAGEMENT (RS)

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ 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.	<p>Knowledge to:</p> <ul style="list-style-type: none">○ monitoring and evaluation processes within own CDEM organisation.○ where to get current information about hazards.

KEY AREA 4: PLANNING (PL)

STATEMENTS COMMON TO PL01- PL04	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none"> o CDEM planning processes and documents (e.g Local, CDEM Group Plan and National CDEM Plan). 	

PL01 Purposes and objectives of plans are agreed and understood	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> o create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning response activities (TL). o communicate objectives to the team with clarity and confidence (TL). 	Knowledge of: <ul style="list-style-type: none"> o planning partners to be engaged (TL). o the Health and Safety in Employment Act (1992) (TL).

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: <ul style="list-style-type: none"> o write plans using the format and structure prescribed by own organisation and in accordance with the principles of CIMS (TL). o plan a response to an incident (TL). o develop an Incident Action Plan. 	Knowledge of: <ul style="list-style-type: none"> o planning partners to be engaged (TL).

PL03 Plans are coordinated and integrated across all levels and partners	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> o contribute to the development of an Incident Action Plan. o contribute to the development of protocols and SOPs within a given time frame. 	Knowledge of: <ul style="list-style-type: none"> o risks and hazards in the local area/region. o the principles of CIMS.

PL04 Plans are evaluated and updated	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> o evaluate and review the currency of SOPs in a set timeframe. 	Knowledge of: <ul style="list-style-type: none"> o standard briefing and debriefing processes. o monitoring and evaluation processes within CDEM organisations (TL).

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01- IP05

Knowledge/Awareness common to these competencies

- Knowledge of:**
- the response team’s role and responsibilities within CIMS.
 - the Health and Safety in Employment Act (1992).

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

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ perform an assigned EOC role in accordance with the SOPs. ○ apply SOPs to perform response team functions. ○ carry out response activities in accordance with the principles of CIMS. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ EOC functions/roles and SOPs. ○ prescribed organisation forms and information flow processes. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ networks and supply chains in the CDEM Group region.

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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ lead a general rescue team in a response situation (TL). ○ identify and appoint staff with the relevant skills to individual EOC functions as required (TL). ○ identify staff and resources required to meet the demands of an emergency event. ○ identify surge and escalation points and adapt resource levels accordingly. ○ conduct reconnaissance of, and evaluate an incident scene. ○ identify a suitable layout for a welfare centre or an incident ground. ○ demonstrate situational awareness at all times. ○ perform ground level, low level rescue techniques (up to 3m). ○ provide first aid. ○ establish and communicate the evacuee registration system. ○ implement an animal welfare plan. ○ implement an incident action plan. ○ manage a site according to SOPs. ○ manage the clearing of roads. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ personal preparedness concepts. ○ first aid. ○ the rights of a patient being provided first aid. ○ food safety regulations. ○ registration forms required and registration databases available. ○ plans of available resources before and after incidents (TL). ○ networks and supply chains in the CDEM Group region or LA area (TL). ○ the risks and hazards in the local area/region. ○ Incident Action Plan operational tasking.

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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ set minimum standards for individual team roles (TL). ○ match team member capabilities to specific tasks to be completed (TL). ○ recognise and reward behaviours and results (TL). ○ manage the welfare needs of team members (TL). ○ develop and manage a team of volunteers including assisting in the recruitment, appointment and disciplinary processes (TL). ○ provide feedback to manage team performance against agreed standards (TL). ○ manage own stress and support others to manage theirs. ○ resolve conflicts within the team. ○ manage the HR protocols/procedures within the team (TL). ○ provide feedback on HR issues and their management to team owner (TL). ○ operate and maintain a response team (TL). ○ manage shifts in a Welfare Centre or on an incident ground. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ HR procedures, roles and policies. ○ the importance of minimum Personal Protective Equipment. ○ the Privacy Act (1993) principles. ○ when and how the contribution of individuals and communities should be recognised.

KEY AREA 5: IMPLEMENTATION (IP)

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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ Erect and use a ladder safely. ○ Tie a range of knots correctly. ○ Identify and provide for potential evacuee clientele. ○ Erect signage in a welfare centre based on likely flow into and within the welfare centre. ○ Operate a chainsaw safely. ○ Board up windows safely. ○ Operate hand and power tools safely. ○ Operate safely on roofs. ○ Carry out salvage operations. ○ Operate pumps. ○ Carry out simple decontamination procedures. ○ Read river readings and maps. ○ Secure a low rise building. ○ Control traffic safely on an incident ground, including pedestrian traffic. ○ Implement improvised flood protection (e.g bag sand). ○ Operate safely around flood waters. ○ Transport casualties to safety. ○ Identify resources requiring replacement. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ security arrangements at a welfare centre. ○ the arrangements of the local and Group welfare plans. ○ the Privacy Act (1993) principles. ○ emergency welfare concepts. ○ height safety techniques including safety around ladders. ○ different types of construction. ○ sandbagging techniques. ○ salvage techniques. ○ water safety and water hazards. ○ flood protection techniques. ○ pump operations. ○ decontamination processes. ○ where to access information about river readings and tides. ○ how to operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the Animal Welfare Act (1999). ○ electrical hazards, such as downed power lines.

IP05 Financial management processes are implemented and funds allocated

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ explain financial support available to recipients of emergency welfare. ○ record expenditure during an incident or emergency. ○ provide a yearly financial report to the team owner (TL). ○ identify and report on costs incurred in purchasing new equipment/resources (TL). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ financial management processes and fund allocation protocols (TL). <p>Awareness of:</p> <ul style="list-style-type: none"> ○ financial management processes and fund allocation protocols.

KEY AREA 6: COMMUNICATION (CM)

STATEMENTS COMMON TO CM01 – CM04	
Skills common to these competencies	
Is able to: <ul style="list-style-type: none"> ○ Communicate effectively with key stakeholders, emergency management staff, team leaders and team members. ○ Communicate effectively with people from a range of cultures. ○ Communicate clearly in both verbal and written forms. 	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> ○ listen actively in a two-way conversation. ○ communicate information gathered during reconnaissance to the response Team Leader. ○ communicate effectively with distressed people. 	Knowledge of: <ul style="list-style-type: none"> ○ the information and communication needs of evacuees from different cultures.

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: <ul style="list-style-type: none"> ○ communicate with the appropriate agency, partner organisation and community to support public education. 	Knowledge of: <ul style="list-style-type: none"> ○ existing public education programmes within local area/region.

CM03 Public information messages are developed and disseminated during response and recovery	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ deliver messages to the public that are consistent with the public information plan during response and recovery (TL). 	Knowledge of: <ul style="list-style-type: none"> ○ PIM protocols and procedures.

CM04 Media are engaged in public information management and public education	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ accurately apply prescribed media engagement protocols during a response. 	Knowledge of: <ul style="list-style-type: none"> ○ basic media requirements. ○ PIM protocols and procedures.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

STATEMENTS COMMON TO CD01- CD05

Knowledge common to these competencies

Knowledge of:

- unit standards and the NZQA Framework.

CD01 Capability development opportunities are actively sought and undertaken

Skills specific to this competency

Is able to:

- identify the skill gaps within a response team (TL).
- identify the training needs and suitable training solutions to address skill gaps within a response team (TL).

Knowledge specific to this competency

Knowledge of:

- skill gap analysis processes.
- current training and educational opportunities available.

CD02 Training and education programmes are developed and delivered

Skills specific to this competency

Is able to:

- train individuals in the use of available equipment.
- deliver training as per the LA arrangements and the CDEM Group plan.
- deliver training in EOC functions and SOPs.
- deliver training in the development of plans.
- monitor team skills and training and address skill gaps.
- train and assess team members in financial management processes and how to record costs incurred.
- develop and support volunteers to assist in a response.
- recognise and develop the capabilities of team members (TL).
- complete training needs analysis of an individual or a team and develop a training plan.
- develop training materials for assessment.
- conduct training assessments.

Knowledge specific to this competency

Knowledge of:

- CDEM planning processes and documents (e.g Local, CDEM Group Plan and National CDEM Plan).
- the principles of adult education and training processes.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

CD03 CDEM exercises are developed and carried out	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ plan and conduct basic exercises. ○ participate in exercises to develop own response capability. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the principles of exercise planning and assessment. ○ the principles of the CIMS.
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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ provide opportunities (including mentoring, coaching) for the team and team members to develop capability (TL). ○ deliver CIMS and decision making training (TL). ○ deliver training on information assessment and prioritisation (TL). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the principles of CIMS (TL).
CD05 Organisational capability is monitored and evaluated	
Skills specific to this competency	Knowledges specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ monitor team's training and response activities to identify where improvements can be made (TL). ○ identify and communicate gaps in organisational capability. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ CDEM planning processes and documents (e.g Local, CDEM Group Plan and National CDEM Plan).

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01- LD04	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ leadership and motivational techniques (TL). <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the National CDEM Strategy. 	

LD01 A CDEM vision is developed and articulated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ explain own and organisation’s role in relation to the CDEM vision. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the CDEM vision and goals.

LD02 An environment is created that empowers others to act and succeed	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ mentor team members. ○ resolve conflicts in a range of situations. ○ address unforeseen issues effectively as required. ○ assign tasks and responsibilities to fit with team members’ strengths (TL). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ team/group dynamics and how to manage them effectively (TL). ○ role requirements.

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ interpret and balance process and reporting requirements needs versus team needs (TL). ○ network with other teams and agencies proactively. ○ operate in a CIMS environment. ○ support team members to manage their wellbeing and stress levels in a pressured situation. ○ facilitate/lead discussions to a meaningful outcome. (TL) ○ demonstrate the principles of professional leadership (TL). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ decision making processes. ○ Incident Action Plan operational tasking. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ technology and innovations in the CDEM sector to support team activities.

KEY AREA 8: LEADERSHIP (LD)

LD04 Leadership is demonstrated through professional conduct and effective self management	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ secure support and positive input from team owner.○ champion the team in the presence of stakeholders.○ maintain personal readiness.○ identify and employ coping mechanisms to manage own wellbeing.○ demonstrate effective time management in response to the current situation.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ team owner's policies and procedures.○ collective team strengths.

