



Civil Defence Emergency Management

Competency Framework Role Map

Welfare Centre Supervisor/ Temporary Animal Shelter Supervisor



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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 a Welfare Centre Supervisor/Temporary Animal Shelter Supervisor . 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 <i>everything</i> that a person appointed as a Welfare Centre Supervisor/Temporary Animal Shelter Supervisor may be required to know or do. Parent organisations may differ in terms of expectations and responsibilities of Welfare Centre Supervisor/Temporary Animal Shelter Supervisors 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 a Welfare Centre Supervisor/Temporary Animal Shelter Supervisor. 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 Welfare Centre Supervisor/Temporary Animal Shelter Supervisor looking at this information for the first time remember that it is just a list of all the <i>possible</i> things a person needs to be able to do or what they need to know to function as a Welfare Centre Supervisor/Temporary Animal Shelter Supervisor.
Levels of knowledge	The knowledge statements in the role map describe what a person needs to know in order to perform the Welfare Centre Supervisor/Temporary Animal Shelter Supervisor 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.

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
<p>Knowledge of:</p> <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. <p>Awareness of:</p> <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
<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.

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
<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.

Knowledge statements applicable to 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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Welfare Centre Supervisor/Temporary Animal Shelter Supervisor

Framework responsibilities

Under the current CDEM arrangements as described by the CDEM Act 2002, the National CDEM Plan Order 2005, the Guide to the National CDEM Plan and the National CDEM Strategy, there are certain responsibilities agreed by the CDEM sector.

The area of emergency welfare is set out in the following documents:

- National CDEM Plan, ss40-50
- Guide to the National CDEM Plan, Section 12
- Welfare in an Emergency – Director’s Guideline [DGL 11/10]

The roles of Welfare Centre Supervisor and Temporary Animal Shelter Supervisor may be set out in local welfare plans and local companion animal emergency welfare plans.

Description of role

This role map encompasses the roles of Welfare Centre Supervisor and Temporary Animal Shelter Supervisor given the extent of similarities between the two roles and their collective functions.

People performing either of these roles are responsible for the overall establishment, coordination of, and support to the welfare activities in an individual welfare centre or temporary animal shelter. This includes reporting on activity to the Local Emergency Operations Centre (EOC) and monitoring and adaptation of systems used in the welfare centre/temporary animal shelter. Supervisors are supported by the Welfare Manager and welfare team at the EOC/Emergency Coordination Centre (ECC).

In unitary authorities, the CDEM Group/Local Welfare Manager role may be combined. To address this situation this role map refers to the “Welfare Manager in the EOC/ECC”.

Within the welfare centre/temporary animal shelter there will be a number of section team leaders that are responsible for the coordination of a specific function e.g. reception, registration, food, accommodation etc. The Supervisor works with these team leaders and representatives from support agencies to ensure the smooth operation of the centre/shelter. In this situation the Temporary Animal Shelter Supervisor will report to the Welfare Centre Supervisor. Where companion animals are accommodated in a temporary animal shelter facility separate to a welfare centre, the Temporary Animal Shelter Supervisor reports directly to the EOC/ECC.

Where companion animals (pets) are co-located in a temporary animal shelter as part of the welfare centre, the Welfare Centre Supervisor is also responsible for the coordination of and support for animal emergency welfare activities provided in the temporary animal shelter.

Key documents and references for this role

Welfare in an Emergency – Director’s Guideline for Civil Defence Emergency Management Groups [DGL 11/09]

CDEM Group Plans and local arrangements

CDEM Group/local welfare and companion animal welfare plans and arrangements

CDEM Act 2002

National CDEM Strategy

The National CDEM Plan Order 2005
 The Guide to the National CDEM Plan
 CDEM Group/local Evacuation Plans
 CDEM Group/local Communication/Public Information Plans
 Welfare centre/temporary animal shelter standard operating procedures (SOPs)
 Animal Welfare Act 1996
 Animal Welfare (Dogs) Code of Welfare 2010
 Animal Welfare (Companion cats) Code of Welfare 2007
 Australian and New Zealand Risk Management Standard: Risk Management Principles and Guidelines AS/NZS ISO 31000:2009.

Acronyms and abbreviations

CDEM.....Civil Defence Emergency Management
CEGCoordinating Executive Group
CIMSCoordinated Incident Management System
ECCEmergency Coordination Centre (see GEOC and GECC)
EOCEmergency Operations Centre (in this role map, EOC/ECC refers to EOCs, ECCS, GEOCs, and GECCs)
EMISEmergency Management Information System
GEOC.....Group Emergency Operations Centre (as opposed to the local EOC). Also known as a GECC or ECC
ICT.....Information Communications Technology
LALocal Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities).
LTCCPLong Term Council Community Plan
LWC.....Local Welfare Committee
MCDEM ...Ministry of Civil Defence & Emergency Management
MOUMemoranda of Understanding
NCMCNational Crisis Management Centre
PIM.....Public Information Manager/Management
SitrepSituation Report
SLA.....Service Level Agreement
SOPsStandard Operating Procedures
WAGWelfare Advisory Group

Attributes

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

Essential attributes:

- Demonstrates the ability to see the 'big picture' alongside individual and community welfare needs.
- Demonstrates flexibility and is open to new ideas.
- Supports colleagues, and is collaborative.
- Demonstrates ability to manage own wellbeing in a pressured environment.
- Demonstrates empathy and willingness to understand and respect others' needs.
- Demonstrates ability to engender credibility, confidence and respectability and display compassion.
- Demonstrates sensitivity to others in understanding and resolving adverse situations.
- Demonstrates leadership, and motivates others.
- Has the ability to cope with stressful situations within a rapidly changing environment.
- Is client and service-delivery focused.
- Demonstrates the ability to see own role in relation to the wider operational context.
- Demonstrates a practical focus.
- Fosters a supportive team environment, and shared ownership of activities and outcomes.
- Is respectful of cultural and ethical differences.
- Demonstrates the ability to follow instructions and work unsupervised.

Desirable attributes

- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.
- Demonstrates commitment to a collaborative operating environment.
- Is self motivated.

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 Welfare Centre Supervisor/Temporary Animal Shelter Supervisor.

STATEMENTS COMMON TO ALL KEY AREAS

Is able to:

- pro-actively establish and develop relationships with people in other organisations and agencies at the local and regional levels (government, non-government and private sector).

Knowledge of:

- the principles of comprehensive emergency management.
- CDEM terminology.
- the principles of CIMS.
- welfare roles, responsibilities and accountabilities and how they interrelate.
- roles and responsibilities of support agencies and key entities operating in a welfare centre/temporary animal shelter.
- roles and responsibilities of support agencies and key entities (e.g. Police, Animal Rescue Unit) not operating in a welfare centre/temporary animal shelter.
- key documented arrangements, such as MOUs and SLAs.
- relevant SOPs.
- functions of a welfare centre/temporary animal shelter and its sections.
- specific vulnerabilities and at risk groups within communities.
- local community issues, challenges and opportunities.

Awareness of:

- the welfare framework and arrangements at a national, regional and local level.
- the roles and responsibilities of the WAG and the LWC.
- the cultural diversity within communities in an area, and what this may mean for fulfilling the organisation's CDEM role and functions.
- the Health and Safety in Employment Act (1992).
- the principles of risk management.
- risks and hazards in the local area/region.
- companion animal emergency management practices.
- The Australian and New Zealand Risk Management Standard: Risk Management Principles and Guidelines AS/NZS ISO 31000:2009.

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

STATEMENTS COMMON TO IM01- IM05	
Skills common to these competencies	
Is able to:	
<ul style="list-style-type: none"> effectively communicate with a diverse range of people. 	
Knowledge common to these competencies	
Knowledge of:	
<ul style="list-style-type: none"> general theory and practice for managing emergencies at the community level. 	

RM01 Relationships with key individuals, partner organisations and communities are established	
Skills specific to this competency	Knowledge specific to this competency
Is able to:	Awareness of:
<ul style="list-style-type: none"> identify and develop relationships with people in other organisations, agencies and community groups at the local level. establish and develop relationships with people and communities of other cultures. 	<ul style="list-style-type: none"> key individuals in partner organisations.

RM02 Established relationships are actively managed and sustained	
Skills specific to this competency	Knowledge specific to this competency
Is able to:	Refer to blue table above for knowledge statements relevant to this competency.
<ul style="list-style-type: none"> listen actively in a two-way conversation. articulate and communicate views to a target audience. address issues of concern within a relationship in an appropriate manner. operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding. document participation in activities in accordance with organisational requirements. demonstrate effective time management in response to the current situation. ensure that welfare centre staff achievements (paid and voluntary) are communicated to appropriate channels to ensure recognition. 	

KEY AREA 2: INFORMATION MANAGEMENT (IM)

STATEMENTS COMMON TO IM01- IM05	
Skills common to these competencies	
Is able to: <ul style="list-style-type: none"> ○ keep accurate and detailed records. 	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none"> ○ databases used for storing information such as plans, and SOPs. ○ the Privacy Act (1993) principles. ○ suitable systems and processes for information collection, collation, storage and distribution. ○ the CDEM organisation’s information code of conduct. 	

IM01 Information needs are identified and understood	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ identify the range of audiences and information relevant to each audience. ○ source information as required. ○ assess and prioritise received information. ○ process and summarise information as required. ○ identify operational information requirements such as the number and key details of registered evacuees in a particular centre/shelter. 	Knowledge of: <ul style="list-style-type: none"> ○ communities in the local area and their needs. Awareness of: <ul style="list-style-type: none"> ○ the objectives of the CDEM Group/Local plans and associated contingency or supporting plans.

IM02 Information systems and processes are developed	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ identify and use alternative information systems when the primary systems are not operational. 	Knowledge of: <ul style="list-style-type: none"> ○ Welfare centre/temporary animal shelter team’s own SOP (if existing). ○ the local CDEM and organisation’s information systems and processes. Awareness of: <ul style="list-style-type: none"> ○ potential failures in existing information systems and how to address them. ○ available companion animal databases and microchipping.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM03 Systems and processes are applied to collect and maintain information

Skills specific to this competency

Is able to:

- adapt to changing information requirements by assessing and prioritising information.
- collect, assess for relevance and use information from a range of sources and in a range of situations.
- identify and use the correct record keeping and information procedures in accordance with organisational protocols.
- manage records during a response.
- interpret information and communicate or relay it effectively between the welfare centre/temporary animal shelter team, the Welfare Manager in the EOC/ECC and welfare organisations/key companion animal welfare entities operating from the welfare centre/temporary animal shelter.
- operate specific information systems in accordance with regional and organisational requirements and SOPs.

Knowledge specific to this competency

Knowledge of:

- the situation reporting process used by the CDEM Group and local authority.
- available and relevant information channels.

Awareness of:

- different sources of information and how to determine their reliability and validity.

IM04 Information is produced and disseminated

Skills specific to this competency

Is able to:

- assess immediate local impacts to establish needs.
- 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 welfare centre/temporary animal shelter team information requirements from the overall operational and public information requirements.
- structure information to make it suitable for a range of purposes.
- identify and use a range of tools to communicate information (e.g. bulletin and display boards, log books, EMIS).
- establish and maintain a status board or log book of welfare centre activities and requests.
- implement and maintain an up-to-date registration system for all persons within the welfare centre/temporary animal shelter.
- interpret information and communicate or relay it effectively to all relevant parties.
- review and authorise all outgoing information including regular situation reports provided for the Welfare Manager in the EOC/ECC.

Knowledge specific to this competency

Knowledge of:

- the requirements for, and structure of sitreps and status reports.
- prescribed organisational forms.
- organisation's timelines for information reporting.
- different sources of information and their reliability.

Awareness of:

- potential impacts on communities.

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.○ conduct briefings and debriefings with team members and agencies/key companion animal welfare entities operating within the welfare centre/temporary animal shelter using a standardised format to evaluate a response, identify and implement improvements to be made and take steps to remedy emerging issues.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ standard briefing and debriefing processes. <p>Awareness of:</p> <ul style="list-style-type: none">○ the 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: <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
Is able to: <ul style="list-style-type: none"> conduct a risk analysis prior to opening a welfare centre/temporary animal shelter on the day of activation. identify hazards and apply hazard and risk management procedures at a welfare centre/temporary animal shelter. recognise risks and hazards at a welfare centre/temporary animal shelter and operate safely at all times. identify situations that require resolution by a support agency not represented in the centre/shelter 	Knowledge of: <ul style="list-style-type: none"> the welfare centre/temporary animal shelter team’s role and responsibilities within a CDEM organisation. how information about risks and hazards is best communicated to the public. how to respond to risks and hazards at a welfare centre/temporary animal shelter. Awareness of: <ul style="list-style-type: none"> roles and responsibilities of, and within, all CDEM organisations.

RS02 Risk management is understood and applied	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> communicate risk treatment options to the team clearly and concisely. take the appropriate steps to eliminate, minimise, isolate or monitor identified risk(s). apply strategies to monitor staff well being including stress, emotional distress and fatigue. 	Knowledge of: <ul style="list-style-type: none"> how to eliminate, minimise, isolate or monitor risks at welfare centre/temporary animal shelter. Awareness of: <ul style="list-style-type: none"> the factors and external influences which may put staff at risk in a welfare centre/temporary animal shelter.

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 evaluation processes to fit with local arrangements and/or CDEM Group/local welfare/companion animal welfare plans. contribute to evaluation processes as part of local arrangement planning and/or CDEM Group welfare planning. follow up effectively to ensure staff wellbeing is maintained. 	Awareness of: <ul style="list-style-type: none"> monitoring and evaluation processes within own CDEM organisation.

KEY AREA 4: PLANNING (PL)

STATEMENTS COMMON TO PL01- PL04	
Skills common to these competencies	
Is able to:	
<ul style="list-style-type: none"> ○ is able to interact across welfare centre teams, functional groups and agencies to contribute to the completion of welfare planning activities. 	
Knowledge common to these competencies	
Knowledge of:	
<ul style="list-style-type: none"> ○ welfare services available at all levels (local, regional, national). 	

PL01 Purposes and objectives of plans are agreed and understood	
Skills specific to this competency	Knowledge specific to this competency
Is able to:	Knowledge of:
<ul style="list-style-type: none"> ○ create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning welfare centre/temporary animal shelter operations. ○ communicate objectives to the team with clarity and confidence. 	<ul style="list-style-type: none"> ○ purposes and objectives of all welfare/companion animal welfare plans.

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:	Knowledge of:
<ul style="list-style-type: none"> ○ contribute to the development of robust welfare centre/temporary animal shelter action plans (developed in the EOC/ECC) to ensure welfare service delivery can be tailored to the scale and requirements of an event. ○ contribute to the development of activation and stand down SOPs for a welfare centre/temporary animal shelter. 	<ul style="list-style-type: none"> ○ how EOC welfare centre/temporary animal shelter action plans and SOPs are developed and when, how and where to contribute to development.

PL03 Plans are coordinated and integrated across all levels and partners	
Skills specific to this competency	Knowledge specific to this competency
Is able to:	Awareness of:
<ul style="list-style-type: none"> ○ establish the welfare centre/temporary animal shelter layout according to SOPs and in conjunction with welfare centre/temporary animal shelter staff. 	<ul style="list-style-type: none"> ○ planning requirements and considerations for an emergency response. ○ the capacity of the community to respond to the welfare needs of that community during an emergency.

KEY AREA 4: PLANNING (PL)

PL04 Plans are evaluated and updated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ evaluate and review the currency of SOPs○ contribute to the evaluation and review of welfare/companion animal welfare plans○ apply monitoring and evaluation techniques to test and exercise SOPs and plans.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ standard briefing and debriefing processes. <p>Awareness of:</p> <ul style="list-style-type: none">○ monitoring and evaluation processes within CDEM organisations.

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01– IP05

Skills common to these competencies

Comprehensive understanding of:

- assigned welfare centre/temporary animal shelter facility, resources available, how it is operated, and its role and responsibilities.

Knowledge of:

- local community welfare resources including people, facilities, support organisations.
- the EOC, its functions, roles and processes.
- the responsibilities of pet owners in relation to the care and handling of companion animals.

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

Skills specific to this competency

Is able to:

- demonstrate time management practices and principles.
- apply SOPs to perform welfare centre/temporary animal shelter functions.
- maintain a welfare centre/temporary animal shelter at a level of operational readiness.

Knowledge specific to this competency

Knowledge of:

- prescribed organisation forms and information flow processes.
- the 0800 Government helpline and type of information available to callers.
- welfare centre set-up procedures in accordance with *Welfare in an Emergency: Director's Guideline* (MCDEM).

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

Skills specific to this competency

Is able to:

- apply SOPs to open a centre/shelter, and activate and supervise functions.
- identify staff and resources required to meet the demands of an emergency event.
- identify and appoint staff with the relevant skills to individual functions as required.
- supervise the set up of signage.
- identify a suitable layout for a welfare centre/temporary animal shelter.
- coordinate and facilitate collaboration between agencies delivering services in the welfare centre/temporary animal shelter.
- coordinate and allocate resources.
- demonstrate situational awareness at all times.
- monitor community needs and demands.
- identify surge and escalation points and adapt resource levels accordingly.
- contribute to local response activities in a welfare capacity.
- demonstrate time management practices and principles.
- keep accurate and detailed records. *(continued on next page)*

Knowledge specific to this competency

Knowledge of:

- personal preparedness concepts.
- first aid.
- food safety regulations.
- registration forms required and registration databases available.
- safe animal handling techniques.
- welfare needs of a range of common companion animals.

Awareness of:

- how the community works (who to contact, current community issues and needs).

KEY AREA 5: IMPLEMENTATION (IP)

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

Skills specific to this competency (continued from previous page)

Is able to:

- differentiate and prioritise the needs and requirements of people arriving at a welfare centre or pets at a temporary animal shelter.
- establish and maintain communications with the Welfare Manager in the EOC/ECC.
- manage the registration information flow.
- complete and forward required documentation for the welfare centre/temporary animal shelter to the Welfare Manager in the EOC/ECC.
- prepare the sitrep, status reports and action plans.
- make sound decisions regarding the operations based on the information provided.
- manage a welfare centre/temporary animal shelter according to SOPs.
- implement a welfare centre/temporary animal shelter welfare plan/SOP.
- supervise the establishment and operation of any of the following sections:
 - catering section of a welfare centre.
 - feeding and watering section of a temporary animal shelter.
 - distribution of emergency supplies in a welfare centre and/or temporary animal shelter.
 - accommodation sections in a welfare centre and/or temporary animal shelter.
 - reception area.
 - administration.
 - communications.
 - registration.
 - security arrangements.
 - information.
 - basic first aid area/veterinary medical care area.
 - entertainment section in a welfare centre.
 - reunification section in a temporary animal shelter.
- monitor resource levels and needs across all sections in the welfare centre/temporary animal shelter.
- stand down and close a welfare centre/temporary animal shelter.

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. ○ match team member capabilities to specific tasks to be completed. ○ appoint team leaders to set up and lead sections. ○ recognise and acknowledge behaviours and results. ○ manage the wellbeing needs of staff. ○ manage own stress and support others to manage theirs. ○ resolve conflicts within the team. ○ provide feedback to manage team performance against agreed standards. ○ manage shifts and oversee rosters and shift changes in a welfare centre/temporary animal shelter. ○ manage the HR protocols/procedures within the welfare centre/temporary animal shelter team. ○ establish and manage volunteers in a welfare centre/temporary animal shelter. ○ operate and maintain a welfare centre/temporary animal shelter team. ○ engage with and support representatives of welfare service agencies operating from within the welfare centre/temporary animal shelter. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ HR procedures, roles and policies. ○ stress management principles. ○ Privacy Act (1993) principles. ○ shift change procedures. ○ health and safety procedures, policies and practices in relation to welfare centres. ○ when and how the contribution of individuals and communities should be recognised. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the impacts on families of welfare centre/temporary animal shelter staff in response and/or recovery.

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"> ○ supervise the set up of the welfare centre and/or temporary animal shelter layout as per the plan. ○ effectively operate available communication systems (e.g radio, satellite phone, electronic, paper-based systems) as required. ○ develop and maintain an accurate inventory of all supplies. ○ establish and maintain communication sites and equipment. ○ manage information regarding resources, such as locations, equipment etc. ○ identify and arrange supplies and equipment for the welfare centre/temporary animal shelter. ○ effectively manage and coordinate resources. ○ test back up systems (power, water, communications). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ standard briefing and debriefing processes. ○ welfare centres/temporary animal shelter facilities in the local area. ○ emergency accommodation available in local area including companion animal housing facilities. ○ local plans/arrangements and facilities for coordination of animal welfare in an emergency. ○ local plans/arrangements for management of donated goods. ○ security arrangements at a welfare centre/temporary animal shelter. ○ specialised resources for rescuing and transporting companion animals. ○ supply arrangements for the welfare centre/temporary animal shelter.

KEY AREA 5: IMPLEMENTATION (IP)

IP05 Financial management processes are implemented and funds allocated	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none">○ record expenditure during an incident or emergency.○ explain financial assistance available to and refer recipients of emergency welfare requiring financial assistance to the relevant agencies.○ maintain financial accountability.	Awareness of: <ul style="list-style-type: none">○ financial management processes.

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 clearly in both verbal and written forms. 	
Knowledge common to these competencies	
Awareness of:	
<ul style="list-style-type: none"> ○ local and regional public information management (PIM) protocols. 	

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 effectively with people with a range of abilities, and from a range of cultures, partner agencies, communities and other centres/shelters. ○ prepare written material using appropriate formats and technical standards. 	Knowledge of: <ul style="list-style-type: none"> ○ the information and communication needs of evacuees from different cultures. ○ key individuals within local authorities, and health and welfare agencies. ○ local authorities, key companion animal welfare entities, health and welfare agencies, and how to maintain communication channels. ○ the information and communication needs of people with disabilities (deafness, blindness, mobility). ○ key companion animal welfare entities.

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"> ○ support the communication of consistent public education messages when interacting with agencies, partner organisations, key companion animal welfare entities and the community. 	Awareness of: <ul style="list-style-type: none"> ○ existing public education programmes within the 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"> ○ identify specific needs and target audiences for welfare-related public information messages. ○ support the development of messages for the public that are concise, clear, accurate and consistent with the public information plan developed for response and recovery. 	Awareness of: <ul style="list-style-type: none"> ○ hazard and threat advisory and warning procedures and protocols. ○ welfare information needs of the public during an emergency.

KEY AREA 6: COMMUNICATION (CM)

CM04 Media are engaged in public information management and public education	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ apply prescribed media engagement protocols during a response.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ the protocols for engaging with the media.○ media liaison arrangements for the welfare centre/ temporary animal shelter.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

STATEMENTS COMMON TO CD01- CD05	
Knowledge common to these competencies	
Awareness of:	
<ul style="list-style-type: none"> ○ unit standards and the New Zealand Qualifications Framework. ○ current training and educational opportunities available. 	

CD01 Capability development opportunities are actively sought and undertaken	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ identify own skill gaps and those within the welfare centre/temporary animal shelter team being supervised. ○ identify own and the team’s training needs and suitable training solutions to address skill gaps within a welfare centre/temporary animal shelter. ○ set own goals to achieve objectives. 	Refer to blue table above for knowledge statements relevant to this competency.

CD02 Training and education programmes are developed and delivered	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ oversee training for individuals in the use of available equipment. ○ monitor team skills and training and address skill gaps. ○ recognise and develop the capabilities of self and team members. ○ provide on job training and mentoring. ○ develop and support volunteers to assist in a welfare centre/temporary animal shelter. 	Awareness of: <ul style="list-style-type: none"> ○ the principles of adult education and training processes. ○ training delivery methods.

CD03 CDEM exercises are developed and carried out	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ contribute to the planning and development of basic exercises relating to welfare centre operation. ○ participate in exercises to develop own response/ recovery capability. 	Awareness of: <ul style="list-style-type: none"> ○ exercise planning and evaluation.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

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"> ○ identify opportunities (including mentoring, coaching) for own self, the team and team members to develop capability. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ volunteer management strategies.

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. ○ identify and communicate gaps in organisational capability. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes of the CDEM organisation.

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01- LD04

Knowledge common to these competencies

Knowledge of:

- team member strengths and areas for development.
- leadership and motivational techniques.

LD01 A CDEM vision is developed and articulated

Skills specific to this competency

Is able to:

- explain own and organisation's role in relation to the CDEM vision.

Knowledge specific to this competency

Awareness of:

- the CDEM vision and goals.

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

Skills specific to this competency

Is able to:

- mentor team members.
- resolve conflicts in a range of situations.
- address unforeseen issues effectively as required.
- provide clear direction when delegating tasks.
- provide constructive feedback to manage team performance against agreed standards.

Knowledge specific to this competency

Knowledge of:

- team/group dynamics and how to manage them effectively.
- task and role requirements.

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

Skills specific to this competency

Is able to:

- interpret and balance process and reporting requirements versus team needs.
- proactively network with other welfare centre/ temporary animal shelter teams and agencies.
- operate in a CIMS environment.
- support team members to manage their wellbeing and stress levels in a pressure situation.
- facilitate/lead discussions to a meaningful outcome.
- demonstrate the principles of professional leadership.

Knowledge specific to this competency

Knowledge of:

- decision making processes.
- stress management principles.

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">○ communicate effectively in a range of situations.○ lead a group of people in an emergency welfare response situation.○ champion the welfare centre/temporary animal shelter team in the presence of stakeholders.○ identify and employ coping mechanisms to manage own wellbeing.○ demonstrate communication styles that recognise personal differences especially in regard to stressors.○ demonstrate effective time management practices and principles.○ maintain personal readiness.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ own stressors. <p>Awareness of:</p> <ul style="list-style-type: none">○ own strengths, weaknesses and abilities.

