



Civil Defence Emergency Management

Competency Framework Role Map

Emergency Management Officer



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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 an **Emergency Management Officer (EMO)**. These statements detail what it is a person needs to be able to **do**, and what they need to **know** to be able to perform in their role, and the personal attributes that best suit that role. All of the skill and knowledge statements are linked to at least one competency in the CDEM Competency Framework, reinforcing the integrated nature of the competencies.

About this role map

It is important to note that this role map covers *everything* that a person appointed as an EMO may be required to know or do. Parent organisations may differ in terms of expectations and responsibilities of EMOs 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 EMOs.

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 an EMO 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 an EMO.

Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the EMO role effectively. Knowledge statements are reported at three levels - **Awareness, Knowledge and Comprehensive Understanding**.

Awareness:

Has a basic understanding of the relevant concepts and methods and is able to source additional information if required.

Knowledge:

Understands and applies advanced concepts and methods to guide own work, and is able to source additional information.

Comprehensive Understanding:

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

How to use this role map

This role map should not necessarily be read cover to cover. It is a reference document so dip in and out of it according to the key areas or competencies you are focusing on.

Skill and knowledge statements applicable to **all eight key areas** appear at the beginning of each role map in the red table. These statements are not repeated under each key area.

Knowledge statements common to all eight key areas of the role map

STATEMENTS COMMON TO ALL EIGHT KEY AREAS

Knowledge of:

- the principles of comprehensive emergency management.
- the response team's role and responsibilities within a CDEM organisation.
- relevant SOPs.
- CDEM terminology.
- risks and hazards in the local area/region.

Awareness of:

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

Skill and knowledge statements common to **all the competencies in a key area** are grouped together in the opening blue box.

Knowledge statements common across the entire key area of Risk Management

STATEMENTS COMMON TO RS01– RS03

Knowledge common to these competencies

Knowledge of:

- the New Zealand Hazardscape and the definition of hazards.
- the Health and Safety in Employment Act (1992).

Awareness of:

- the principles of risk management.

Skill and knowledge statements **specific to each competency within a key area** are detailed in colour-coded tables based upon the colour scheme adopted in the CDEM Competency Framework technical standard document.

Competency RS03 in the key area of Risk Management

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

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed

Skills specific to this competency

Is able to:

- contribute to monitoring processes to fit with local arrangements and/or CDEM Group plan.
- contribute to evaluation processes as part of local arrangement planning and/or CDEM Group planning.

Knowledge specific to this competency

Knowledge to:

- 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

Ph 04 473 7363

Email CDEMProfDev@dia.govt.nz

Emergency Management Officer (EMO)

Framework responsibilities	<p>There are certain responsibilities agreed by the CDEM sector under the current CDEM arrangements, as described by the CDEM Act 2002, the National CDEM Plan, the Guide to the National CDEM Plan and the National CDEM Strategy.</p> <p>The role of the Emergency Management Officer may be set out in the CDEM Group Plan and/or local arrangements.</p>
Description of role	<p>The role of the Emergency Management Officer (EMO) at the local or regional level is to assist the CDEM Group to carry out its responsibilities under the Civil Defence Emergency Management Act 2002.</p> <p>This role is focused on building community resilience through enhancing the CDEM Group's operational capability and the community's readiness to cope with emergencies, coordinating an effective response and ensuring the best possible recovery. EMOs achieve this by undertaking a broad range of CDEM reduction and readiness work programmes including:</p> <ul style="list-style-type: none">• Preparing CDEM plans, policies and procedures.• Preparing and delivering public education programmes.• Fostering strong relationships with personnel responsible for emergency management within local authorities, emergency services, lifeline utilities, and other key stakeholders and partner agencies.• Providing support to the Controller (Local or Group).• Providing support to the Recovery Manager during the recovery phase. <p>This role map describes all the possible skill and knowledge statements relevant to an EMO, however, the responsibilities of EMOs across regions and organisations will differ. For example, the expectations and responsibilities placed on a newly appointed, inexperienced EMO will be different to those of an experienced EMO who was appointed into a senior EMO role.</p> <p>The role expectations may also be influenced by the size of the EMO team. It is the responsibility of the employing organisation and CDEM Groups to identify and prioritise the skills, knowledge and attributes in this role map for their EMOs.</p>
Key documents and references for this role	<p>CDEM Act 2002.</p> <p>National CDEM Strategy (MCDEM).</p> <p>National CDEM Plan (2005).</p> <p><i>The Guide to the National CDEM Plan (MCDEM).</i></p> <p><i>National Hazardscape Report (2007)</i></p> <p><i>CDEM Exercises – Director’s Guideline for CDEM Groups [DGL010/09].</i></p> <p><i>Spontaneous Volunteer Management Planning [BPG3/06].</i></p> <p><i>Working from the Same Page: Consistent Messages for CDEM (MCDEM).</i></p> <p><i>The Way Forward – Strategic Framework for the National CDEM Public Education Programme 2006 – 2015 (MCDEM).</i></p> <p>Director’s Guidelines, codes and technical standards published by the MCDEM.</p>

- Relevant CDEM Group Plan and supporting plans and SOPs.
- National arrangements and CDEM Group and local welfare plans.
- CDEM Group, local, and organisational communication and public information management policies and plans.
- CDEM Group/Local Evacuation Plans.
- Local authorities' other statutory and non-statutory policies, plans and regulations that support the purposes of CDEM Act (see s.17(3) of Act for list of relevant legislation).
- New Zealand standard Specifications and relevant Codes of Practice, Local and Group Contingency Plans and Warning Systems.
- CDEM Regulations around the use of the logo etc.
- Resource Management Act 1991.
- Local Government Act 2002.
- Local/Regional Long Term Council Community Plan(s).

Acronyms and abbreviations

- 4Rs**.....Readiness, Response, Recovery and Reduction
- CDEM**.....Civil Defence Emergency Management
- CEG**Coordinating Executive Group
- CIMS**Coordinated Incident Management System
- ECC**Emergency Coordination Centre (see GEOC and GECC)
- EOC**Emergency Operations Centre (in this role map, EOC/ECC refers to EOCs, ECCS, GEOCs, and GECCs)
- GECC**.....Group Emergency Coordination Centre. Also known as a GEOC
- GEOC**.....Group Emergency Operations Centre (as opposed to the local EOC). Also known as a GECC
- HR**Human Resources
- ICT**Information Communications Technology
- LA**Local Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities).
- LTCCP**Long Term Council Community Plan
- MCDEM** ...Ministry of Civil Defence & Emergency Management
- MOU**Memoranda of Understanding
- NCMC**National Crisis Management Centre
- PIM**Public Information Manager/Management
- Sitrep**Situation Report
- SLA**Service Level Agreement
- SOPs**Standard Operating Procedures

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

Essential attributes:

- Supports colleagues, and is collaborative.
- Demonstrates the ability to see own role in relation to the wider operational context.
- Demonstrates professionalism, and fosters professional behaviour in others.
- Is solutions-focused when problem solving.
- Demonstrates leadership, and motivates others.
- Fosters a collaborative and supportive team environment, and shared ownership of activities and outcomes
- Fosters an environment of continuous learning.
- Demonstrates willingness to collect, document, and reference key information defining activities, understandings, decisions and outcomes.
- Demonstrates ability to plan and prioritise workload and maintain focus in a wide-ranging role.

Desirable attributes:

- Demonstrates ability to manage own wellbeing in a pressured environment.
- Demonstrates the ability to follow instructions and work unsupervised.
- Demonstrates commitment to ongoing personal and professional development.
- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.
- Demonstrates flexibility and is open to new ideas.
- Is reliable and able to be depended on.
- Is respectful of cultural and ethical differences.
- Demonstrates empathy and willingness to understand and respect others' needs.
- Is self motivated.
- Is respectful of the ideas of others at all times.
- Is goal and outcome oriented.

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 EMO.

STATEMENTS COMMON TO ALL KEY AREAS

- the principles of comprehensive emergency management.
- CDEM terminology.
- key roles, functions and duties of partner agencies and organisations, local authorities and lifelines under the CDEM Act.
- the EMO's role and responsibilities within own organisation.
- roles and responsibilities of, and within, all CDEM organisations.
- local arrangements and the CDEM Group Plan.
- CDEM-related legislation.
- key documented arrangements, such as MOUs and SLAs.
- relevant SOPs.
- the principles of CIMS.
- the principles of integrated risk management.

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

STATEMENTS COMMON TO IM01- IM05

Skills common to these competencies

Is able to:

- effectively communicate and develop relationships with a diverse range of people, adapting style to suit the audience.
- establish and develop relationships with people within the CDEM sector.
- establish and develop relationships with people in other organisations and agencies at all levels.
- speak confidently in public.
- listen actively in conversation.
- operate communications systems (including satellite and mobile telephones, internet, radios).
- articulate and communicate views to a target audience using language and media appropriate to that audience.
- recognise potential for political and cultural implications of issues, and apply strategies to escalate or deescalate them.

Knowledge common to these competencies

Knowledge of:

- general theory and practice for managing emergencies at the community level.

Awareness of:

- the cultural diversity within communities in local area, and what this may mean for fulfilling organisation's CDEM role and functions.

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

Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none">○ identify key stakeholders, community groups and partner agencies, and build relationships with them to support the achievement of CDEM outcomes.○ develop effective relationships within own organisation that help build consistent, supportive relationships with partner agencies and communities.○ clearly articulate to different audiences how CDEM is relevant to them.○ demonstrate a range of networking practices.○ establish and maintain strong networking channels with community groups.○ arrange SLAs and MOU for response activities.	Knowledge of: <ul style="list-style-type: none">○ key individuals and roles in CDEM and partner organisations within local area/region.○ key individuals and business/service groups that can support fostering relationships with the business sector.○ key individuals within CDEM Group and own organisation who will contribute to CDEM activities across the 4Rs.○ key individuals within own organisation who can support or foster relationships with the community.○ relevant advisory groups.

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">○ clearly record understandings, commitments and expectations within relevant planning and procedural documentation.○ articulate and communicate information to a range of target audiences.○ document participation in activities in accordance with organisational requirements.○ engage within organisational protocols with senior local government elected members, executive management, and the media to promote recognition of individuals within organisational protocols.○ address issues of concern or conflict within a relationship in an appropriate manner.○ evaluate responses to community surveys and respond to needs identified.○ identify effective means to formalise and sustain relationships with partner agencies.○ negotiate formal arrangements, such as MOUs and SLAs, with other agencies.○ create a forum or system for acknowledging individual and community contributions and successes.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ existing understandings, arrangements and agreements with partner agencies.○ local, regional and national media roles and relationships.○ contemporary conflict resolution tools.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

STATEMENTS COMMON TO IM01- IM05

Skills common to these competencies

Is able to:

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

Knowledge common to these competencies

Knowledge of:

- databases used for storing information such as plans, and SOPs.
- the Privacy Act (1993) principles.
- the information needs and information flow processes of the EOC/ECC.
- organisational protocols and policies associated with information use (including use of the Civil Defence logo and own organisation's logo).
- suitable systems and processes for information collection, collation, storage and distribution.
- standard briefing and debriefing processes.
- PIM protocols and procedures..

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 and what information is relevant to each audience.○ conduct or coordinate community impact assessments to establish needs and demands.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ how information needs may vary across the 4Rs of comprehensive emergency management.○ the employing organisation's information code of conduct.○ the relevant EOC/ECC processes and SOPs.○ the potential sources of operational information.○ information/intelligence needs of responding organisations.○ the Intelligence Cycle.○ <i>Working from the Same Page: Consistent Messages for CDEM (MCDEM)</i>.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

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"> ○ select the most suitable information system for the event. ○ develop SOPs for information management in accordance with organisational and legislative requirements. ○ liaise with partner agencies to ensure information networks (including inter-operability of systems) are operational at all times. ○ identify and use alternative information systems when the primary systems are not operational. ○ maintain, troubleshoot, and adapt information systems and processes to sustain operational capability. ○ operate a radio in accordance with radio communication protocols. ○ operate all other communications equipment in accordance with organisational requirements and SOPs. ○ establish efficient communication channels to disseminate information. ○ develop monitoring systems and procedures to track developing emergencies. ○ create and/or implement an effective paper based system to run in any event in case of ICT failures. ○ advise on CDEM requirements to support the introduction and upgrade of information system technologies. ○ support the organisation's GIS database of key infrastructure and locations. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the local CDEM and own organisation's information systems and processes. ○ planning requirements. ○ plans of available resources before and after incidents. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the ongoing developments of information systems and processes used in CDEM. ○ potential failures in existing systems and how to address them. ○ available ICT systems for the transference of data and information to inform system and process development

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, interpret, assess for relevance and importance, and use information from a range of sources and in a range of situations, and communicate it effectively to relevant parties. ○ analyse information to determine the scale of an event. ○ identify and use the correct record keeping and information procedures in accordance with organisational protocols. ○ monitor and maintain website information, contact lists (including lifelines), registers and meeting calendars, to ensure currency and accuracy. ○ maintain an effective paper-based system to run any event in case of ICT failures. ○ create and maintain an issues register and 'to do' lists to ensure staff are aware of issues and all actions are undertaken. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the situation reporting process used by the CDEM Groups and Local Authority. ○ available and relevant information channels. ○ different sources of information and how to determine their reliability and validity

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"> ○ 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). ○ demonstrate time management practices and principles. ○ write clear, concise and unambiguous messages. ○ effectively operate the radio communications and satellite systems, emergency management PABX system, electronic information system and a paper based information system. ○ prepare status updates and circulate to relevant networks. ○ facilitate information flow in/out/within the EOC/ECC. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ information flow processes used by MCDEM, CDEM Groups, Local Authorities and own organisation. ○ the situation reporting process used by MCDEM, the CDEM Groups, Local Authorities, and own organisation. ○ engagement timeframes for different incidents. ○ prescribed organisational forms. ○ organisation's timelines for information reporting. ○ current operational information requirements.

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"> ○ maintain SOPs in accordance with organisational and legislative requirements. ○ analyse existing material to determine any updates required. ○ evaluate processes and systems and update if required. ○ apply monitoring and evaluation techniques to identify issues and possible solutions. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within CDEM and own organisation. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ local, national and any international effects of emergency over the short, medium, and long term.

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">○ risks and hazards in the local area/region.○ communities and their vulnerabilities to local area/regional risks.○ the planning framework under the CDEM Act (and its relationship to other planning processes for managing hazards and risks).○ the <i>National Hazardscape Report</i> and the definition of hazards.○ The Risk Management standard (AS/NZS ISO 31000:2009) and its principles, processes and terminology.○ the Risk Management for Local Government standard (SNZ HB4360:2000) and its principles, processes & terminology.○ the Business Continuity Management standard (SAA/SNZ HB 221: 2004) and its principles, processes & terminology.	

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">○ facilitate processes for gathering known information on hazards and risks within local area/region.○ facilitate processes for determining specific vulnerabilities and at-risk groups within local area/region.○ use or task, appropriate technologies and methodologies for documenting and displaying hazards and risks (e.g. GIS, and likelihood and damage scales).○ identify priorities for, and commission research into hazards and risks to further understand them.○ facilitate processes for developing a consensus risk profile for the area/region among CDEM organisations.○ facilitate processes to analyse and prioritise risks within communities and across the respective district, area, or region.○ establish multiple means to effectively communicate findings to key decision-makers, interest groups, specific communities and the public.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ how information about risks and hazards is best communicated to the public. <p>Awareness of:</p> <ul style="list-style-type: none">○ the key sources of data on hazards and risks, and community profiles.○ the potential consequences of the hazards in the local area/region.

KEY AREA 3: RISK MANAGEMENT (RS)

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"> ○ prepare risk profiles. ○ assess identified hazards for impact on business continuity. ○ identify and liaise with agencies responsible for dealing with specific hazards and their consequences. ○ advocate strategies for integrating and aligning risk reduction objectives and methods across all statutory and related planning processes and instruments in the area/region. ○ oversee incorporation of reduction, readiness, response and recovery objectives into CDEM group and partner agencies' emergency management planning. ○ facilitate processes for establishing existing risk controls across the 4Rs. ○ facilitate processes for establishing additional risk treatment objectives and methods across CDEM partner agencies. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ key legislation and their planning instruments, associated codes and regulations for managing hazards and risks. ○ agency roles and functions in regard to managing hazards and risks. ○ communities' vulnerabilities to hazards and risks, and key trends. ○ residual risks. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ existing risk control measures that are applied to manage hazards and risks in the area/region.

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ establish monitoring processes to fit with local, regional and specific agency needs. ○ develop and facilitate processes to monitor, evaluate and review risk management at local, regional or specific agency level. 	<p>Knowledge to:</p> <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">○ manage and coordinate a range of people (including cross functional groups and agencies) to complete planning activities.○ conduct environmental scanning to identify historical, cultural, financial, political and environmental values that impact on the sustainability of the community.	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none">○ the planning framework under the CDEM Act (and its relationship to other planning processes for managing hazards and risks).○ risks and hazards in the local area/region.○ communities and their vulnerabilities to local area/regional risks.○ CDEM planning processes and documents (e.g. CDEM Group Plan and National CDEM Plan).○ key planning processes and drivers in the setting of community goals and objectives (e.g. LTCCPs and Regional Policy Statement).○ political and cultural implications of issues.○ where to source information to assist planning.○ the Business Continuity Management standard (SAA/SNZ HB 221: 2004) and its principles, processes & terminology.	
Awareness of: <ul style="list-style-type: none">○ the legislative process for town planning.	

PL01 Purposes and objectives of plans are agreed and understood	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none">○ create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning response activities.○ organise and facilitate effective meetings.○ demonstrate effective project management skills (assigning staff and resources appropriately).○ assist in policy development.	Knowledge of: <ul style="list-style-type: none">○ policy development processes.○ how to access environmental data that will influence planning for hillside, seafront and flood plain areas.

KEY AREA 4: PLANNING (PL)

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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ write plans, processes and procedures consistent with CIMS. ○ plan for an extended emergency response and/or recovery. ○ write SOPs and guidelines. ○ develop CDEM plans. ○ coordinate and develop Action Plans relevant to the respective level of responsibility. ○ use project planning skills to ensure methodical and efficient approaches and outcomes. ○ develop and monitor a CDEM business plan. ○ develop response and recovery plans at local (operational) or regional (strategic) level. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ planning partners to be engaged. ○ planning requirements and considerations for an emergency response. ○ the infrastructure plans and procedures. ○ the guiding principles for preparing an operational plan or giving briefings ○ Project Management processes and tools.
PL03 Plans are coordinated and integrated across all levels and partners	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ coordinate and develop Action Plans relevant to the respective level of responsibility. ○ coordinate the development of response and recovery plans. ○ prepare contingency plans/action plans to ensure processes are in place to manage emergencies. ○ coordinate and document multi-disciplinary planning for emergency response. ○ actively participate in LTCCP and annual Planning processes. ○ assist and support communities to develop response plans. ○ report on the CDEM business plan. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ planning partners to be engaged. ○ planning requirements and considerations for an emergency response.
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"> ○ monitor, evaluate and review plans (including business continuity plans) and SOPs to ensure currency and effectiveness and to determine any updates required. ○ undertake evaluation planning. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within CDEM and own organisation, and how these fit into the national monitoring and evaluation programme. ○ evaluation and review processes. ○ standard briefing and debriefing processes.

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01– IP05	
Skills common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the EOC/ECC functions, roles, relationships and processes. ○ risks and hazards in the local area/region. ○ communities and their vulnerabilities to local area/regional risks. ○ resources available locally or regionally. ○ networks and supply chains locally, regionally, or nationally, as appropriate. 	

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 assigned EOC/ECC role in accordance with SOPs. ○ demonstrate time management practices and principles. ○ effectively operate communications systems, electronic information system and a paper based information system. ○ maintain the communications network, EOC/ECC facilities and other emergency equipment. ○ incorporate relevant local or regional policies into business plans and practice. ○ demonstrate effective project management skills (assigning staff and resources appropriately). 	<p>Comprehensive understanding of:</p> <ul style="list-style-type: none"> ○ CIMS at the respective level of operation. <p>Knowledge of:</p> <ul style="list-style-type: none"> ○ recommended or prescribed forms and information flow processes.

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"> ○ apply SOPs to perform EMO functions. ○ demonstrate situational awareness at all times. ○ respond in accordance with the principles of CIMS. ○ demonstrate an understanding of the risks and hazards in the local area/region. ○ demonstrate time management practices and principles. ○ facilitate and manage functions in a stressful environment. ○ review EOC/ECC procedures to ensure consistency. ○ manage EOC/ECC operations. ○ assess damage and needs and apply appropriate resources. ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ develop response plans. ○ create agendas and take minutes at meetings. ○ keep accurate and detailed records. ○ analyse the situation to determine and advise on the scale of the event, surge capacity and the level of response required. ○ identify staff and resources required to meet the demands of an emergency event. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ personal preparedness concepts. ○ prepared plans and SOPs.

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"> ○ develop and maintain SOPs and guidelines. ○ recognise and reward behaviours and results. ○ manage the welfare needs of team members. ○ manage own stress and support others to manage theirs. ○ effectively manage resources to assist other agencies or organisations if required. ○ organise staff rosters. ○ determine requirements for funding and staffing levels. ○ prioritise human resources. ○ set minimum standards for individual team roles. ○ match team member capabilities to specific tasks to be completed. ○ resolve conflicts within the team. ○ provide feedback to manage team performance against agreed standards. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ HR procedures, roles and policies. ○ team processes, policies and procedures. ○ the importance of minimum Personal Protective Equipment. ○ stress management principles. ○ the Privacy Act (1993) principles. ○ the Employment Relations Act (2000). <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the potential impacts on families of staff involved in emergency response and/or recovery activities.

IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ operate ICT in an EOC/ECC to its full potential to enhance communication. ○ effectively operate communications systems, electronic information system and a paper based information system. ○ effectively manage resources to assist other agencies and organisations if required. ○ develop and maintain accurate inventory of all CDEM stores and equipment. ○ physically set up and maintain the EOC/ECC. ○ test and maintain ICT equipment, EOC/ECC facilities, back up systems (power, water, comms) and other emergency equipment, to ensure operability. ○ maintain, test and regularly update the warning system e.g. radio, satellite phones etc. ○ establish and maintain systems for donated goods. ○ effectively manage and coordinate resources. ○ manage the development, maintenance and operation of an EOC/ECC facility. ○ manage contracts entered into on behalf of the organisation. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the arrangements of the local/regional welfare plan. ○ emergency welfare concepts. ○ available welfare operations to redirect displaced people. ○ standard briefing and debriefing processes. ○ communication networks, frequencies and protocols to maintain effective communication channels. ○ local assembly points. ○ assets that have strategic national importance.

KEY AREA 5: IMPLEMENTATION (IP)

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">○ record expenditure during an incident or emergency.○ use the organisation's financial management system to provide accurate information on emergency expenditure.○ identify and report on costs.○ prepare and manage a budget.○ establish efficient and effective financial management systems for recovery.○ coordinate access to financial resources.○ monitor and manage budget allocations.○ actively participate in LTCCP and annual Planning processes.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ financial management processes and fund allocation protocols.○ emergency funding arrangements and requirements.○ government financial support and relief funds arrangements.

KEY AREA 6: COMMUNICATION (CM)

STATEMENTS COMMON TO CM01 – CM04	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none">○ risks and hazards in the local area/region.○ PIM protocols and procedures.○ CDEM Group's and own organisation's protocols for working with the media.	
Awareness of: <ul style="list-style-type: none">○ potential political and organisational risks in relation to the media.	
Skills common to these competencies	
Is able to: <ul style="list-style-type: none">○ communicate clearly in both verbal and written form.○ communicate effectively with key stakeholders, emergency management staff, team leaders and team members.	

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">○ effectively communicate with a diverse range of people, adapting style to suit the audience.○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice.○ effectively communicate ideas and messages in both formal and informal settings.○ listen actively in conversation.○ develop a communications plan.○ establish and maintain a warning system suitable to community needs.○ build and maintain relationships with stakeholders including across regions (TAs, staff, sectors, emergency services, peers, planners and media).○ prepare written material using appropriate formats and technical standards.○ develop and communicate best practice methods.	Knowledge of: <ul style="list-style-type: none">○ media and communications protocols.○ standard briefing and debriefing processes.○ political and cultural implications of issues.○ local authorities, health and welfare agencies to maintain currency of communication channels.○ communication networks, frequencies and protocols to maintain efficient communications networks. Awareness of: <ul style="list-style-type: none">○ new advances in ICT technology.

KEY AREA 6: COMMUNICATION (CM)

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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ develop and implement marketing strategies and public education programmes to improve public awareness and understanding of CDEM, including within schools. ○ deliver effective CDEM education to policy makers, politicians and senior management. ○ identify marketing opportunities to increase public awareness (advertising campaigns, public meetings, shows, displays). ○ maintain websites to inform the public of risks and mitigations factors. ○ monitor and maintain website information, contact lists (including lifelines), registers and meeting calendars, to ensure currency and accuracy. ○ design and develop brochures/publications/materials to support the programmes. ○ coordinate public education initiatives. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ existing public education programmes within local area/region. ○ existing public education initiatives delivered at a national level. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ <i>The Way Forward – Strategic Framework for the National CDEM Public Education Programme 2006-2015</i> (MCDEM). ○ <i>Working from the Same Page: Consistent Messages for CDEM</i> (MCDEM).
CM03 Public information messages are developed and disseminated during response and recovery	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify specific needs and target audiences for public information messages. ○ establish aims and strategies for public information to enable the organisation to undertake its role and functions in managing an event. ○ develop messages for the public that are concise, clear, accurate and consistent with the public information plan developed for response and recovery phases. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ hazard and threat advisory and warning procedures and protocols. ○ Hazardscape and community vulnerabilities as documented in the organisations' CDEM planning processes. ○ own organisations' planned public information messages to support response and recovery.
CM04 Media are engaged in public information management and public education	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ apply prescribed media engagement protocols during a response. ○ prepare media releases. ○ effectively interact with the media. ○ participate in media interviews. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ basic media requirements. ○ the rules for engaging with the media.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

STATEMENTS COMMON TO CD01– CD05

Knowledge common to these competencies

Knowledge of:

- current international and local best practice relating to emergency management.
- unit standards and NZQA framework.

CD01 Capability development opportunities are actively sought and undertaken

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ conduct a development needs analysis.○ set own goals to achieve objectives.○ participate in national exercises, multi-agency exercises within regions and desk top exercises to test procedures and assess own capability.○ identify the development needs and skill gaps within a team, and identify suitable solutions to address these.○ coach individuals.○ set performance standards.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ skill gap analysis process.○ current exercises, training and educational opportunities available.○ the recruitment, training and retention strategy

CD02 Training and education programmes are developed and delivered

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ deliver training and development as per the Local Authority arrangements and the CDEM Group plan.○ design and deliver training in EOC/ECC functions and SOPs.○ research, develop and deliver effective presentations.○ set up and complete administration tasks related to delivering a training session or presentation.○ develop structured training materials that have clear measurable objectives.○ deliver technical or knowledge based training.○ demonstrate effective facilitation skills.○ provide on job training and mentoring.○ conduct a development needs analysis.○ deliver targeted training to address gaps.○ develop and deliver education programmes for the community, including schools.○ develop materials for assessments.○ conduct an assessment.○ develop and support volunteers to assist in an emergency response.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ the principles of adult education and training processes.○ instructional techniques.○ instructional designs principles and 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"> ○ participate in exercises to develop own response capability. ○ facilitate the development and delivery of training and exercises. ○ develop and deliver exercises and scenario-based training for EOC/ECC personnel. ○ facilitate exercises. ○ test and exercise SOPs. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the principles of exercise planning and assessment. ○ best practice policy and procedures when working with volunteers. ○ <i>CDEM Exercises – Director's Guideline for CDEM Groups</i> [DGL010/09]. ○ <i>Spontaneous Volunteer Management Planning</i> [BPG3/06].
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"> ○ encourage and support team members to set goals and seek development opportunities. ○ set goals to achieve objectives. ○ coach individuals. ○ set performance standards. ○ maintain SOPs and guidelines. ○ recruit for roles to address turnover. ○ identify opportunities for team members to develop capability. ○ develop retention and career path plans for staff. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the recruitment, training and retention strategy. ○ the CIMS structure. ○ decision making and crisis management training.
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"> ○ assess implications of exercises and training in determining organisational and community capability to manage emergencies. ○ undertake regular reviews and checks of operations systems. ○ undertake regular review of Hazardscape knowledge and risk management assessments. ○ apply monitoring and evaluation tools to assess own organisation's capability, including interdependencies of partner organisations' capabilities. ○ apply business continuity standard principles and processes to determine organisational resilience. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ business continuity principles and organisation dependencies on other service providers.

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	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ contribute to establishing a strategic overview and goals of CDEM at both the organisation and community levels.○ promote the vision, goals and strategy within the organisation and community.○ clearly articulate to different audiences how the CDEM vision is relevant to them.	<p>Comprehensive understanding of:</p> <ul style="list-style-type: none">○ the CDEM vision and goals of the CDEM Group, member authorities, partner agencies, and own organisation. <p>Awareness of:</p> <ul style="list-style-type: none">○ the National CDEM Strategy and other central government strategies supporting sustainable development and community resilience.

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

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ encourage and support team members to set goals and seek development opportunities.○ apply motivational and team building techniques.○ ensure team buy-in to plans and procedures.○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice.○ resolve conflicts in a range of situations.○ lead training and develop initiatives for other agencies.○ mentor team members.○ involve others in planning, decision making and implementation efforts.○ provide clear direction and expectations when delegating tasks.○ provide constructive feedback to support others to achieve goals and objectives.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ team/group dynamics and how to manage them effectively.○ task and role requirements.○ standard briefing and debriefing processes.

KEY AREA 8: LEADERSHIP (LD)

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ communicate effectively with key stakeholders, team leaders and team members. ○ involve and influence others to gain support, cooperation and commitment, in order to achieve objectives. ○ network with other teams, and agencies proactively. ○ operate within CIMS. ○ support team members to manage their wellbeing and stress levels in a pressure situation. ○ demonstrate stress management techniques. ○ obtain cooperation through use of strong interpersonal skills. ○ analyse long term impacts of decisions. ○ clearly communicate consequences of actions/inactions. ○ contribute to legislation and framework changes. ○ provide professional, sound, evidence based advice to stakeholders. ○ facilitate/lead discussions to a meaningful outcome. ○ draw out information from all team members. ○ effectively work through others to accomplish objectives. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ decision making processes. ○ Incident Action Plan operational tasking. ○ stress management principles. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ products and innovations in the sector ○ social intelligence and personality types and how to work within them.
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"> ○ identify own limitations and develop strategies to address these. ○ identify and employ coping mechanisms to manage own wellbeing. ○ enhance and develop working relationships with other agencies. ○ empathise with others and understand their roles and goals. ○ listen actively in conversation. ○ communicate effectively with a diverse range of people in a range of situations, adapting style to suit the audience. ○ demonstrate communication styles that recognise personal differences especially in regard to stressors. ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ provide professional, sound, evidence-based advice to stakeholders. ○ demonstrate time management practices and principles. ○ maintain personal readiness. ○ delegate effectively, providing clear direction and expectations. ○ support staff and look after their wellbeing. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ own stressors. ○ stress management principles. ○ emergency welfare concepts. ○ standard briefing and debriefing processes. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the potential impacts on families of staff involved in emergency response and/or recovery activities. ○ own strengths, weaknesses and abilities. ○ own organisation's Employee Assistance Programme (EAP).

