



Civil Defence Emergency Management

Competency Framework Role Map

Public Information Manager



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Role Map Overview

About role maps

Role maps contain skill, knowledge and attribute statements for a specific CDEM role; in this case the role of a **Civil Defence Emergency Management (CDEM) Public Information Manager (PIM)**. These statements detail what it is a person needs to be able to **do**, and what they need to **know** to be able to perform in their role, and the personal attributes that best suit that role. All of the skill and knowledge statements are linked to at least one competency in the CDEM Competency Framework, reinforcing the integrated nature of the competencies.

About this role map

It is important to note that this role map covers *everything* that a person appointed to a PIM role may be required to know or do. Parent organisations may differ in terms of expectations and responsibilities of PIMs 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 Public Information Managers.

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 PIM looking at this information for the first time remember that it is just a list of all the *possible* things a person needs to be able to do or what they need to know to function as a PIM.

Levels of knowledge

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

Awareness:

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

Knowledge:

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

Comprehensive Understanding:

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

How to use this role map

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

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

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

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

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

Knowledge statements common across the entire key area of Risk Management

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

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

Competency RS03 in the key area of Risk Management

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

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

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

For assistance

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

MCDEM Professional Development

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Public Information Manager

Framework responsibilities

The responsibilities agreed by the CDEM sector under the current CDEM arrangements are described in the National CDEM Plan (2005), the Guide to the National CDEM Plan and the National CDEM Strategy.

The role of Public Information Manager is set out in these documents:

- *National CDEM Plan (ss69-72)*
- *Guide to the National CDEM Plan (s22 v1.2)*
- *Public Information Management: Information for the CDEM Sector [IS9/07]*.

Description of role

Public information management during an emergency involves collecting and analysing information, and disseminating messages to the public. The Public Information Manager promotes effective leadership and decision-making, and enables people affected by the emergency to understand what is happening and take appropriate actions to protect themselves.

The goals of the Public Information Manager are to provide:

- public assurance and confidence about the response, and
- information and instructions to the public.

Public information management achieves these ends by:

- providing timely, accurate, and clear information to those who need it, and
- facilitating effective information management between government agencies, CDEM Groups, emergency services, lifeline utilities, the media, and the public.

In an emergency, the Public Information Manager is responsible for:

- dealing with the media,
- issuing public information to the community and managing community relations, and
- managing the public information team, centre and resources.

The Public Information Manager may also be responsible for managing:

- the public enquiry helpline,
- visitor reception at the emergency operations centre, and
- site visits by VIPs and media.

The Public Information Manager role may also include responsibilities for the public education work that encourages New Zealanders to prepare for an emergency.

Attributes

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

Essential attributes

- Is reliable and dependable.
- Is solutions-focused when problem solving.
- Demonstrates ability to manage own wellbeing in a pressured environment.
- Maintains focus and clear purpose in a dynamic environment with multiple demands.
- Demonstrates confidence to work quickly and accurately when dissemination of information is time critical but the situation is unclear.
- Demonstrates professionalism, and fosters professional behaviour in others.
- Demonstrates the ability to see own role in relation to the wider operational context.
- Demonstrates leadership, and motivates others.
- Demonstrates flexibility in a rapidly changing environment.

- Supports colleagues, and is collaborative.
- Is goal and outcome-oriented.

Desirable attributes

- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.
- Fosters supportive team environment, and shared ownership of activities and outcomes.
- Is respectful of the ideas of others at all times.
- Demonstrates commitment to a collaborative operating environment.
- Demonstrates commitment to ongoing personal and professional development.
- Is respectful of cultural, social and ethical differences.
- Fosters an environment of continuous learning.

Key documents and references for this role

Public Information Management: Information for the CDEM Sector [IS9/07] (MCDEM).

CDEM Act 2002.

National CDEM Strategy (MCDEM).

National CDEM Plan (2005).

Guide to the National CDEM Plan (MCDEM).

National Hazardscape Report.

Working from the Same Page: Consistent Messages for CDEM (MCDEM).

The Way Forward – Strategic Framework for the National CDEM Public Education Programme 2006 – 2015 (MCDEM).

CDEM Group, local, and organisational communication and public information management policies and plans.

Director’s Guidelines, codes and technical standards published by the Ministry of Civil Defence & Emergency Management.

Relevant CDEM Group Plan, supporting plans, and standard operating procedures (SOPs).

Local authorities’ other statutory and non-statutory policies, plans and regulations that support the purposes of CDEM Act 2002 (see s.17(3) of Act for list of relevant legislation).

Acronyms and abbreviations

4Rs.....Readiness, Response, Recovery and Reduction.

CDEM.....Civil Defence Emergency Management.

CEGCoordinating Executive Group.

CIMSCoordinated Incident Management System.

ECCEmergency Coordination Centre (see GEOC).

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

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

Acronyms and abbreviations continued

HRHuman Resources.

ICT.....Information and Communication Technology.

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

MCDEM ...Ministry of Civil Defence & Emergency Management.

MOUMemorandum of Understanding.

NCMCNational Crisis Management Centre.

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

SitrepSituation Report.

SLA.....Service Level Agreement.

SOPsStandard Operating Procedures.

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 Public Information Manager.

STATEMENTS COMMON TO ALL KEY AREAS

Knowledge of:

- media's priorities for information during an emergency.
- the information needs of the public during an emergency.
- PIM protocols and procedures.
- key documented arrangements, such as MOUs and SLAs.
- the principles of comprehensive emergency management.
- the principles of integrated risk management.
- CDEM terminology.
- key roles, functions and duties of partner agencies and organisations, local authorities and lifelines under the CDEM Act.
- CDEM-related legislation.
- relevant SOPs.
- the Privacy Act (1993) principles.
- the Health and Safety in Employment Act (1992).
- the principles of CIMS.
- the Controller's role.
- the Recovery Manager's role.

Awareness of:

- roles and responsibilities of, and within, all CDEM organisations.
- risks and hazards in the local area/region.

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

STATEMENTS COMMON TO RM01- RM02	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ articulate and communicate views to a target audience using language and media appropriate to that audience. ○ recognise potential for political and cultural implications and apply strategies to escalate or deescalate them. ○ negotiate formal arrangements, such as MOUs and SLAs, with other agencies, to support PIM activities. ○ establish and develop relationships with people and communities of different cultures. ○ establish and develop positive relationships with people within the media. ○ establish and develop relationships with key contacts in other organisations and agencies. ○ effectively communicate with a diverse range of people, adapting style to suit the audience. ○ speak confidently in public. ○ operate communications systems (including satellite and mobile telephones, internet, radios) and perform basic fault finding. ○ establish and maintain strong networking channels with PIMs in territorial authorities, CDEM Groups, government agencies and other CDEM partners. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the needs of the individuals, organisations and communities to be engaged. ○ the diversity within communities in an area, and what this may mean for fulfilling the PIM role and functions. 	

RM01 Relationships with key individuals, partner organisations and communities are established	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify key stakeholders, community groups and partner agencies, and build relationships with them to support the achievement of CDEM outcomes. ○ develop effective relationships that help build consistent, supportive relationships with partner agencies and communities. ○ clearly articulate to different audiences how CDEM is relevant to them. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ key individuals and roles in partner organisations and media within local area/region. ○ key individuals and business/service groups that can support fostering relationships with the business sector. ○ local and CDEM Group recovery plans.

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"> ○ identify effective means to formalise and sustain relationships with partner agencies. ○ clearly record understandings, commitments and expectations within relevant planning and procedural documentation. ○ apply protocols for written submissions, and plans. ○ address issues of concern within a relationship in an appropriate manner. ○ demonstrate effective time management in response to the current situation. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ existing understandings, arrangements and agreements with partner agencies. ○ relevant SOPs. ○ information systems in CDEM Group and own organisation.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

STATEMENTS COMMON TO IM01- IM05	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ develop and maintain SOPs for a PIM team in accordance with organisational protocols. ○ identify and use the correct information system applications and processes. ○ identify and apply the legislative requirements for gathering, storing, releasing and disposing of information. ○ operate communications systems (including satellite and mobile telephones, internet, radios) and perform basic fault finding. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ relevant SOPs. ○ organisational protocols and policies associated with information use (including use of the Civil Defence logo). ○ suitable systems and processes for information collection, collation, storage and distribution. ○ standard briefing and debriefing processes. 	

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 for public information. ○ identify what information is relevant to each audience. ○ source information as required. ○ assess and prioritise received information. ○ process and summarise information as required. ○ ensure messages are authorised, consistent, and unambiguous. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ how public information needs may vary across the 4Rs of comprehensive emergency management. ○ the CDEM Group and own organisation's information code of conduct. ○ the EOC processes and SOPs. ○ <i>Working from the Same Page: Consistent Messages for CDEM</i> (MCDEM). <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the objectives of the CDEM Group plan.

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"> ○ liaise with partner agencies to ensure information networks (including inter-operability of systems) are operational at all times. ○ establish efficient communication channels to disseminate information. ○ identify and use a range of tools to communicate information (e.g. media releases, briefings). ○ operate a radio to communicate information in accordance with radio communication protocols. ○ operate all other communications equipment in accordance with regional and organisational requirements and SOPs. ○ create and maintain accurate and up-to-date contact lists with email addresses, landlines, mobile phone numbers, and fax numbers. ○ identify and use alternative information systems when the primary systems are not operational, to ensure effective non-electronic backup systems are available. ○ create an effective paper-based system to run in the event of an ICT failure. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the local, regional, and national CDEM and own organisation's information systems and processes. ○ the reach, audiences, and key contacts of each media outlet. ○ planning requirements. ○ available resources before and after incidents. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ communication systems for the transference of data and information to inform system and process development. ○ potential failures in existing systems and how to address them.

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. ○ collect, assess for relevance and use information from a range of sources and in a range of situations. ○ interpret information and communicate or relay it effectively to all relevant parties. ○ analyse information and identify what is critical. ○ identify and use the correct record keeping and information procedures in accordance with organisational protocols. ○ maintain the website, contact lists (including lifelines), registers, and meeting calendars, to ensure currency and accuracy. ○ identify and use alternative information systems when the primary systems are not operational, to ensure effective non-electronic backup systems are available. ○ manage records during a response. ○ monitor media channels (radio, TV, internet) in order to correct misinformation. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ CDEM Group and own organisation information flow systems and processes. ○ the situation reporting process used by MCDEM, CDEM Groups and Local Authorities. ○ available and relevant information channels. ○ different sources of information and how to determine their reliability and validity. ○ information sources within the CDEM Group and own organisation.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM04 Information is produced and disseminated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ question, assess and analyse information. ○ demonstrate situational awareness at all times. ○ check the source and validity of information prior to dissemination. ○ structure information to make it suitable for a range of purposes. ○ write clear, concise and unambiguous messages. ○ operate or arrange access to alternate communication systems (which may include radio, satellite system, emergency management PABX system), to ensure effective non-electronic backup systems are available. ○ disseminate agreed messages to media and the public through appropriate channels. ○ respond to media demands for information to provide public information messages. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ media requirements, including engagement timeframes, formats, language, deadlines, and authentication of information. ○ the situation reporting process used by the CDEM Group and own organisation. ○ prescribed organisational forms. ○ organisation's timelines for information reporting.

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

KEY AREA 3: RISK MANAGEMENT (RS)

STATEMENTS COMMON TO RS01– RS03

Knowledge common to these competencies

Awareness of:

- communities and their vulnerabilities to local area/regional risks.
- the planning framework under the CDEM Act 2002 (and its relationship to other planning processes for managing hazards and risks).
- the *National Hazardscape Report* and the definition of hazards.

RS01 Hazards and risks are recognised, understood and communicated

Skills specific to this competency	Knowledge specific to this competency
Refer to blue table for skill statements relevant to this competency.	<p>Comprehensive understanding of:</p> <ul style="list-style-type: none"> ○ how information about risks and hazards is best disseminated to decision-makers, interest groups, communities and the public. <p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the potential consequences of the hazards in the local area/region. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the key sources of data on hazards and risks, and community profiles (e.g. CDEM Group Plans, Local Government hazard registers).

RS02 Risk management is understood and applied

Skills specific to this competency	Knowledge specific to this competency
Refer to blue table for skill statements relevant to this competency.	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ agency roles and functions in regard to managing hazards and risks.

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. ○ conduct briefings and debriefings with team members and/or key stakeholders and other agencies, including media. 	<p>Knowledge to:</p> <ul style="list-style-type: none"> ○ where to get current information about hazards. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within own organisation.

KEY AREA 4: PLANNING (PL)

STATEMENTS COMMON TO PL01- PL04	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ manage and coordinate a range of people (including cross functional groups and agencies) to complete planning activities. ○ identify and allocate specific PIM tasks that need to be carried out during an emergency, identify the resources required to carry out these tasks, and develop written work practices to document this. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the planning framework under the CDEM Act 2002 (and its relationship to other planning processes for managing hazards and risks). ○ political and cultural implications of issues. ○ information sources to assist planning. 	

PL01 Purposes and objectives of plans are agreed and understood	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning PIM activities in consultation with the Controller or Recovery Manager. ○ effectively communicate objectives to the team. ○ establish aims and strategies for public information to enable the organisation to undertake its role and functions in managing an event. ○ organise and facilitate effective meetings. ○ assist in policy development. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ CDEM Group, local and organisational policy development processes.

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"> ○ lead the development of the public information plans, processes and procedures. ○ plan and prepare, ahead of time, key public information messages for use during response and recovery. ○ contribute to the development of SOPs. ○ plan for and exercise the dissemination of public information in the absence of telecommunication equipment. ○ establish aims and strategies for public information to enable the organisation to undertake its role and functions in managing an event. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ planning partners to be engaged. ○ PIM planning requirements and considerations for an emergency response.

KEY AREA 4: PLANNING (PL)

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 input from partners when developing the public information 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"> ○ evaluate and review the currency of SOPs. ○ analyse existing plans to determine any updates required. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ evaluation and review processes. ○ standard briefing and debriefing processes. <p>Awareness 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 structure.

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01– IP05	
Skills common to these competencies	
Is able to: <ul style="list-style-type: none"> ○ identify and allocate specific PIM tasks that need to be carried out during an emergency, identify the resources required to carry out these tasks, and develop written work practices to document this. ○ demonstrate time management practices and principles. 	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none"> ○ the EOC functions, roles and processes. ○ PIM resources available. ○ emergency welfare concepts. 	

IP01 Assigned EOC roles are performed in accordance with existing plans and SOPs	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ operate or arrange access to alternate communication systems (which may include radio, satellite system, emergency management PABX system), to ensure effective non-electronic backup systems are available. ○ perform assigned public information management role in accordance with SOPs. 	Knowledge of: <ul style="list-style-type: none"> ○ EOC functions/roles and SOPs. ○ prescribed organisation forms, templates 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
Is able to: <ul style="list-style-type: none"> ○ apply SOPs to manage PIM function. ○ identify staff and resources required to meet the demands of an emergency. ○ demonstrate effective project management skills (assigning staff and resources appropriately). ○ identify surge and escalation points and adapt resource levels accordingly. ○ demonstrate situational awareness at all times. ○ carry out response activities in accordance with the principles of CIMS. ○ conduct effective handover and operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ keep accurate and detailed records. ○ distinguish important information from irrelevant or unimportant information. ○ make sound decisions based on available information. ○ implement an effective paper-based system to run in the event of an ICT failure. 	Knowledge of: <ul style="list-style-type: none"> ○ personal preparedness concepts.

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. ○ set minimum standards for individual team roles. ○ match team member capabilities to specific tasks to be completed. ○ recognise and reward behaviours and results. ○ manage the welfare needs of team members. ○ provide feedback to manage team performance against agreed standards. ○ manage own stress and support others to manage theirs. ○ resolve conflicts within the team. ○ liaise with partner agencies to effectively manage resources. ○ prioritise human resources and create staff rosters. ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ team processes, policies and procedures. ○ the importance of minimum Personal Protective Equipment (PEP). ○ the potential impacts on families of emergency staff involved in emergency response and/or recovery activities. ○ stress management principles. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ when and how the contribution of individuals and communities should be recognised. ○ HR procedures, roles and policies.

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 or arrange access to alternate communication systems (which may include radio, satellite system, emergency management PABX system), to ensure effective non-electronic backup systems are available. ○ liaise with partner agencies to effectively manage resources. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ standard briefing and debriefing processes.

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. ○ identify and report on costs. ○ monitor and manage budget allocations. ○ coordinate access to financial resources. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ financial management processes and fund allocation protocols.

KEY AREA 6: COMMUNICATION (CM)

STATEMENTS COMMON TO CM01 – CM04	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ articulate and communicate views to a target audience using language appropriate and media to that audience. ○ establish and develop positive relationships with key contacts within the media. ○ write concise, accurate, and effective public information messages, in a timely manner. ○ communicate clearly in both verbal and written form. ○ communicate effectively with key stakeholders, emergency management staff, team leaders and team members. ○ communicate effectively with people from a range of cultures. ○ interpret and evaluate information received for credibility, reliability, relevance, accuracy, and significance. ○ operate communications systems (including satellite and mobile telephones, internet, radios) and perform basic fault finding. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ own organisation's protocols for working with the media. ○ media requirements, including engagement timeframes, formats, language, deadlines, and authentication of information. ○ principles and practice of effective risk communication, including the important role of risk perception in human behaviour. 	

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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ monitor website content to ensure consistency between national content and CDEM Group content. ○ respond to public information enquiries. ○ engage effectively with media partners. ○ communicate effectively 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. ○ demonstrate effective listening skills. ○ develop a communications plan. ○ prepare written material using appropriate formats and technical standards. ○ develop and communicate best practice methods. 	<p>Knowledge of:</p> <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. ○ external partners, such as media, information centres, visitor reception centres, local authorities, emergency services, and other CDEM Group and local PIMS. ○ communication networks, frequencies and protocols to maintain efficient communications networks. ○ information protocols. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ new advances in ICT.

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

Is able to:

- identify opportunities to increase public awareness (advertising, public meetings, shows, displays).
- maintain the website, contact lists (including lifelines), registers, and meeting calendars, to ensure currency and accuracy.
- communicate with the appropriate agency, partner organisation and community to support public education.
- develop and implement marketing strategies and education programmes to improve public awareness of CDEM, including within schools.
- deliver effective CDEM education to policy makers, politicians and senior management.
- design and develop brochures / publications / materials to support the programmes.
- coordinate public education initiatives.

Knowledge specific to this competency

Knowledge of:

- communities' levels of understanding of their hazards and their perceptions of risk.
- existing national, regional and local public education programmes.
- *The Way Forward – Strategic Framework for the National CDEM Public Education Programme 2006–2015*, (MCDEM)

KEY AREA 6: COMMUNICATION (CM)

CM03 Public information messages are developed and disseminated during response and recovery	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify specific needs of target audiences in a community for public information messages. ○ determine the key messages for the public, to create public assurance and confidence, and provide information and instruction. ○ develop messages for the public that are concise, clear, accurate and consistent with the public information plan developed for the response and recovery phases. ○ develop media releases and briefings that are consistent with the organisation's templates and protocols. ○ deliver messages to the public that are consistent with the public information plan during response and recovery, that prompt the desired behaviour and do not cause undue alarm or panic. ○ advise on priorities and timing for disseminating information. ○ monitor, evaluate and revise public information. ○ identify and address information gaps, updating information where required. ○ determine what information to include in media releases and briefings based on the Controller or Recovery Manager's priorities. ○ act as spokesperson for the Controller and/or CDEM Group when and if required. ○ brief other spokespersons to ensure consistency of message when handing over responsibility. ○ monitor information published and broadcast by the media for accuracy, correcting misinformation immediately. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ hazard and threat advisory and warning procedures and protocols. ○ own organisation's pre-planned public information messages to support response and recovery. ○ media release writing skills and formats. ○ own organisation's internet publishing protocols. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the <i>National Hazardscape Report</i>. ○ existing and emerging vulnerabilities and at-risk groups within communities, as documented in the organisation's CDEM planning processes.

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"> ○ accurately apply prescribed media engagement protocols during a response. ○ identify and prioritise key media, locally, regionally, and nationally. ○ effectively interact with the media. ○ participate in media interviews. ○ develop a request for a broadcast message, consistent with MOU. ○ act as spokesperson for the Controller, CDEM Group or own organisation when and if required. ○ organise and manage a media conference. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ media requirements and how the media works. ○ media conference and interview protocols and processes.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

STATEMENTS COMMON TO CD01- CD05

Knowledge common to these competencies

Awareness of:

- the CDEM Competency Framework.

CD01 Capability development opportunities are actively sought and undertaken

Skills specific to this competency

Is able to:

- identify the skill gaps within a team and identify solutions to address these gaps.
- set own goals to achieve objectives.
- coach individuals.
- set performance standards.
- identify appropriate professional development opportunities to increase skills and knowledge for self and PIM team members.
- participate in national exercises, multi-agency exercises within regions and desk top exercises in the PIM role to test procedures and assess own capability.
- build networks with other regional and local PIMs.

Knowledge specific to this competency

Knowledge of:

- PIM contacts in territorial authorities, CDEM Groups, government agencies and other CDEM partners.

Awareness of:

- current training and educational opportunities available.

CD02 Training and education programmes are developed and delivered

Skills specific to this competency

Is able to:

- share own knowledge and experience to inform the development of learning opportunities.
- monitor team capability and address skill gaps.
- identify opportunities to contribute to the development and delivery of CDEM training and education.

Knowledge specific to this competency

Refer to blue table for Knowledge statements relevant to this competency.

CD03 CDEM exercises are developed and carried out

Skills specific to this competency

Is able to:

- participate in CDEM exercises in the role of PIM to test processes and procedures and to enhance own capability.
- test and exercise SOPs.
- promote exercises to reassure the public that training and development is undertaken to enhance community safety and resilience.

Knowledge specific to this competency

Refer to blue table for Knowledge statements relevant to this competency.

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"> ○ share own knowledge and experience to inform the development of learning opportunities. ○ monitor team capability and address skill gaps. ○ encourage and support team members to set goals and seek development opportunities. ○ identify opportunities to contribute to the development and delivery of CDEM training and education. 	<p>Refer to blue table for Knowledge statements relevant to this competency.</p>

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"> ○ business continuity principles and organisational dependencies on other service providers.

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01- LD04

Knowledge common to these competencies

Knowledge of:

- leadership and motivational techniques.

LD01 A CDEM vision is developed and articulated

Skills specific to this competency

Is able to:

- promote the vision, goals and strategy within the organisation and community.
- describe own role and role of organisation in relation to the CDEM vision.

Knowledge specific to this competency

Knowledge of:

- the CDEM vision and goals of the CDEM Group, member authorities and own organisation.

Awareness of:

- the *National CDEM Strategy* and other central government strategies supporting sustainable development and community resilience.

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

Skills specific to this competency

Is able to:

- encourage and support team members to set goals and seek development opportunities.
- ensure PIM 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.
- provide clear direction and expectations when delegating tasks and responsibility.
- provide constructive feedback to support others to achieve goals and objectives.
- assign tasks and responsibilities to fit with team members' strengths.
- support team members to manage their wellbeing and stress levels in a high pressure situation.

Knowledge specific to this competency

Knowledge of:

- team members' strengths and areas for development.
- team/group dynamics and how to manage them effectively.
- PIM task and role requirements.
- standard briefing and debriefing processes.
- stress management principles and techniques.

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"> ○ demonstrate stress management techniques. ○ involve and influence others to gain support, cooperation and commitment, in order to achieve objectives. ○ facilitate/lead discussions to a meaningful outcome. ○ analyse long term impacts of decisions. ○ clearly communicate consequences of actions/inactions. ○ provide professional, sound, evidence-based advice to stakeholders. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ decision making processes. ○ stress management principles and techniques.

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"> ○ maintain a state of personal preparedness to operate as a PIM in CDEM and CDEM emergencies and take any remedial action identified. ○ communicate effectively with a diverse range of people, adapting style to suit the audience. ○ identify and employ coping mechanisms to manage own wellbeing. ○ demonstrate effective time management in response to the current situation. ○ champion the team in the presence of stakeholders. ○ identify own limitations and develop strategies to address these. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ own strengths, weaknesses and abilities. ○ own and individual stressors. ○ stress management principles and techniques. ○ the impacts on families of response staff during emergency response and recovery.

