



Civil Defence Emergency Management

Competency Framework Role Map

Manager – CDEM Group Office



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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 **Manager – Civil Defence Emergency Management (CDEM) Group Office**. 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 Manager – CDEM Group Office role may be required to know or do. Parent organisations may differ in terms of expectations and responsibilities of Manager – CDEM Group Office 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 Manager – CDEM Group Office.

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 Manager – CDEM Group Office 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 Manager – CDEM Group Office.

Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the Manager – CDEM Group Office 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 RS03 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 RS03 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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Manager – CDEM Group Office

Framework responsibilities

The responsibilities agreed by the CDEM sector under the current CDEM arrangements are described by the CDEM Act 2002, the National CDEM Plan, the Guide to the National CDEM Plan and the National CDEM Strategy.

The role of Manager – CDEM Group Office may be documented in the CDEM Group Plan.

Description of role

The Manager – CDEM Group Office is a senior management position responsible for coordinating the activities of all CDEM Group members and other agencies within a particular region.

The position requires outstanding relationship management skills and the ability to establish a high level of trust with key individuals, partner organisations and communities. The Manager – CDEM Group Office supports, coordinates and contributes to multi-agency work programmes across the 4Rs to ensure that the CDEM Group is collectively able to fulfil its critical leadership role in building community disaster resilience.

Attributes

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

Essential attributes

- Is committed to the vision of a resilient New Zealand
- Is committed to the principles of comprehensive emergency management (4Rs).
- Leads diverse groups towards a shared vision.
- Demonstrates the ability to see own role in relation to the wider strategic and operational CDEM context.
- Demonstrates strategic thinking and strong analytical skills.
- Demonstrates ability to achieve win-win outcomes for multiple stakeholders.
- Is committed to a positive culture of collaboration, inclusion and shared ownership of activities and outcomes in a multi-agency environment.
- Champions CDEM when engaging with existing and potential partners and communities.
- Is committed to actively seeking solutions to overcome problems or barriers to relationships.
- Supports development of colleagues and peers through such activities as coaching, mentoring, and exchange of ideas.
- Demonstrates professionalism, and fosters professional behaviour in others.
- Demonstrates ability to deal with ambiguity in a complex environment with changing priorities.

Desirable attributes

- 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 innovative and solutions-focused when problem solving.
- 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.

Key documents and references for this role

CDEM Act 2002.
National CDEM Strategy (MCDEM).
The National CDEM Plan (2005).
The Guide to the National CDEM Plan.
The National Hazardscape Report (2007).
The Way Forward: Strategic Framework for the National CDEM Public Education Programme (2006–2015).
CDEM Competency Framework [TS02/09].
CDEM Exercises: Director’s Guideline [DGL 10/09].
Director’s Guidelines, codes and technical standards published by the Ministry of Civil Defence and Emergency Management.
Relevant CDEM Group Plan and 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 (see s.17(3) of Act for list of relevant legislation).
Risk Management – Principles and Guidelines (AS/NZS ISO 31000:2009).
Business Continuity Management (SAA/SNZ HB 221:2004).
National Arrangements and CDEM Group Welfare Plans.
CDEM Group/Local Communication/Public Information Plans.
CDEM Group/Local Evacuation Plans.
New Zealand standard specifications and relevant codes of practice.
Local and CDEM Group Contingency Plans and Warning Systems.
CDEM Regulations around the use of the logo etc.
Resource Management Act 1991.
Local Government Act 2002.
Local and regional policy statements (e.g. LTCCP and RPS).
New Zealand Coordinated Incident Management System.

Acronyms and abbreviations

CDEM.....Civil Defence Emergency Management.
CIMSCoordinated Incident Management System.
ECCEmergency Coordination Centre (see GEOC).
EOCEmergency Operations Centre (in this role map, EOC refers to EOCs, GEOCs, and ECCs).
GEOC.....Group Emergency Operations Centre (as opposed to the local EOC). Also known as an ECC.
HRHuman Resources.

Acronyms and abbreviations continued

- LA**Local Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities).
- LTCCP**Long-term Council Community Plans.
- MCDEM** ...Ministry of Civil Defence & Emergency Management.
- MOU**Memorandum of Understanding.
- NCMC**National Crisis Management Centre.
- PIM**.....Public Information Manager or Public Information Management.
- RPS**Regional Policy Statement.
- Sitrep**Situation Report.
- SLA**.....Service Level Agreement.
- SOPs**Standard Operating Procedures.

Statements common to all key areas

The knowledge statements in the table below are relevant to **all eight key areas** of the CDEM Competency Framework for the role of Manager – CDEM Group Office.

STATEMENTS COMMON TO ALL KEY AREAS

Knowledge of:

- key roles, functions, and duties of partner agencies and organisations, local authorities and lifelines under the CDEM Act.
- the principles of comprehensive emergency management.
- the principles of integrated risk management.
- key documented arrangements, such as MOUs and SLAs.
- local arrangements and the CDEM Group plan.
- The Manager – CDEM Group Office's role and responsibilities within a CDEM Group.
- the principles of CIMS as applied to local and regional coordination.
- Government Crisis Management Arrangements.
- the New Zealand hazardscape and the definition of hazards.
- relevant SOPs.
- CDEM terminology.
- CDEM-related legislation.
- the Local Government Act (2002).
- the Health and Safety in Employment Act (1992).
- the Privacy Act (1993) principles.

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

STATEMENTS COMMON TO RM01- RM02

Skills common to these competencies

Is able to:

- recognise potential for political and cultural implications of issues, and lead strategies to escalate or deescalate them.
- establish and develop relationships with people and communities of different cultures.
- effectively communicate with and articulate views to a diverse range of people, adapting style to suit the audience.
- bring diverse groups together to facilitate the development of collaborative and effective teams, and lead them towards a shared vision.
- lead the establishment and development of relationships with key individuals, partner organisations and communities, at all levels.
- proactively establish and develop relationships with people in other organisations and agencies at all levels.
- support colleagues to develop effective relationships.
- establish a high level of trust with key individuals, partner organisations and communities, at all levels.
- influence and negotiate key documented arrangements, such as MOUs and SLAs.
- speak confidently in public.
- listen actively in a conversation.
- operate available communications systems (including satellite and mobile telephones, internet, radios)..

Knowledge common to these competencies

Knowledge of:

- the needs of the individuals, organisations and communities to be engaged.
- the cultural diversity within communities in an 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

Is able to:

- engage, consult with, and influence political leaders, senior officials, and key stakeholders to lead planning to respond to an emergency.
- identify and establish the expectations of key agencies, emergency services and stakeholders in CDEM.
- identify the issues and determine who needs to be involved to achieve the desired goal.
- lead the identification of areas of mutual benefit with key individuals, partner organisations and communities.
- facilitate the development of relationships between key individuals, partner organisations and communities.

Knowledge specific to this competency

Comprehensive understanding:

- of CDEM Group plans.
- the roles of Central, Regional and Local Government, in relation to CDEM.

Knowledge of:

- the roles within local government and the related legislative provisions.
- relevant advisory groups
- the powers, functions and delegations of the CDEM Group and the Controller in accordance with the CDEM Act 2002, CDEM Group Plans and industry texts, and when these powers, functions and delegations take effect.

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

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"> ○ maintain relationships with and between key personnel, agencies and stakeholders in CDEM. ○ identify and support, through the provision of information, political leaders in CDEM, such as local body officials, elected officials and the CEG chairperson. ○ influence, negotiate and persuade across CDEM Group boundaries to achieve objectives and overcome obstacles. ○ recognise key political and other factors which may impact on working relationships and deal with these sensitively and strategically. ○ analyse and solve the key issues in any negotiation process. ○ recognise key political and other factors which may impact on working relationships and deal with these sensitively and strategically. ○ address and respond to the needs and issues identified in a community survey. ○ drive the establishment of a forum or system for acknowledging individual and community contributions and successes in CDEM. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the boundaries in which local/regional agency and elected officials can operate during an emergency. ○ key personnel from CDEM support agencies within area of responsibility. ○ contemporary conflict resolution tools.

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"> ○ coordinate effective hand over briefings, operational briefing and debriefings in accordance with organisational process and industry best practice. ○ use the organisation’s emergency management and GIS software packages and applications. ○ apply the legislative requirements for gathering, storing, releasing and disposing of information. ○ apply the principles, processes and tools of CIMS. ○ keep accurate and detailed records. ○ demonstrate and promote information management best practice. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the value of providing a common operating picture. ○ EOC information flow systems and processes. ○ national, CDEM Group and Local Authority information flow systems and processes. ○ the range of information systems and processes used in CDEM. ○ standard briefing and debriefing processes and techniques. ○ public information management protocols and procedures. ○ the objectives of the National CDEM Plan and the CDEM Group plan. ○ the situation reporting process. 	

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"> ○ support the Controller to analyse information and determine an appropriate response during an emergency. ○ identify the range of audiences and what information is relevant to each audience. ○ apply the findings of a community impact assessment to address needs and demands. ○ consider strategic goals and objectives when prioritising information needs. ○ support others to identify and understand information needs. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the local/regional hazards, risks and vulnerabilities. ○ how information needs may vary across the 4Rs of comprehensive emergency management. ○ information/intelligence needs of responding organisations. ○ the Intelligence Cycle.

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"> ○ evaluate information systems or processes against the CDEM Group Plan, and the needs of the CDEM Group and partner organisations. ○ direct the process for collecting information to be used in impact and needs assessment. ○ advise on operational requirements to support the introduction and upgrade of information system technologies. ○ liaise with partner agencies to ensure information networks are operational at all times. ○ oversee the maintenance of information systems and processes to sustain operational capability. ○ oversee the maintenance of a GIS database of key infrastructure, and community assets and identified vulnerabilities. ○ lead the establishment of effective communication channels to disseminate information. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ ongoing developments of information systems and processes used in CDEM. ○ the local CDEM and organisation's information systems and processes. ○ planning requirements.

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"> ○ establish priorities in accordance with the CDEM Group Plan and/or local arrangements relevant for the emergency. ○ adapt to changing information requirements by assessing and prioritising information. ○ collect, assess for relevance, and use information from a range of sources and in a range of situations. ○ interpret information and communicate it effectively to all relevant parties. ○ analyse information and identify what is critical. ○ identify and address gaps in information. ○ direct the prioritisation of information across the CDEM Group ○ coordinate and facilitate meetings and discussions. ○ operate available communications equipment in accordance with organisational and standard protocols and SOPs. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the local/regional hazards, risks and vulnerabilities. ○ local and regional response capabilities. ○ different sources of information and how to determine their reliability and validity. ○ available and relevant information channels.

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"> ○ organise and present information logically and critically and ensure it is timely, accurate and complete. ○ write clearly and concisely. ○ consider strategic goals and objectives when producing and disseminating information. ○ facilitate information flow into, out of, and within the CDEM Group. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ information requirements of partner agencies and organisations.

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"> ○ evaluate information systems and processes logically and critically and ensure information is timely, accurate and complete. ○ direct the implementation of outcomes and findings of monitoring and evaluation to improve information systems and processes. ○ apply monitoring and evaluation techniques to determine solutions to problems. ○ analyse existing material to determine any updates required. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within CDEM Group. ○ information requirements of support/national agencies.

KEY AREA 3: RISK MANAGEMENT (RS)

STATEMENTS COMMON TO RS01– RS03	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> the local/regional hazards, risks and vulnerabilities the potential consequences of the hazards in area of responsibility. how to respond to risks and hazards in the area of responsibility. how information about risks and hazards is best communicated to the public. communities and their existing and emerging vulnerabilities to local area/regional risks. communities’ understanding and perceptions of risks and hazards in the area of responsibility the Resource Management Act (1991). <i>Business Continuity Management Standard (SAA/SNZ HB 221: 2004).</i> <i>Risk Management – Principles and Guidelines standard (AS/NZS ISO 31000:2009).</i> 	

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 and contribute to technical review discussions and work with others to act effectively on information provided. foster engagement and partnerships with non-government, civil, and private sector agencies on risk management. contribute to coordinated hazard risk management at the local, regional, national levels. facilitate processes for gathering known information on hazards and risks within local area/region. identify priorities for, and commission research into hazards, risks, and vulnerabilities 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. 	<p>Refer blue table for Knowledge statements relevant to this competency.</p>

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"> ○ apply knowledge of the natural, social, economic and built environments (and known trends/ forecasts of changes to these environments) over time. ○ facilitates a coordinated approach to risk management within the wider organisation, and between organisations. ○ identify and mitigate organisational risks to achieving efficient and effective management of emergencies. ○ apply the employing organisation's guiding principles for risk reduction. ○ promote the importance of business continuity, resilience principles and practices to partner organisations, businesses, communities and individuals. ○ support key individuals, partner organisations and communities to understand and apply risk management processes. 	<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. <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 and evaluation processes to fit with the CDEM Group plan and local authority planning. ○ design and facilitate processes as part of CDEM Group planning and/or local authority readiness arrangements. ○ direct the implementation of outcomes and findings of monitoring and evaluation to improve risk management processes. 	<p>Knowledge to:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within CDEM Group and 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"> ○ work with partners to ensure that planning, whether before or during an emergency, is coordinated, integrative and collaborative. ○ conduct environmental scanning to identify historical, cultural, economic, political and environmental issues that impact on the sustainability and resilience of the community. ○ support others to understand and contribute to the planning process. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ CDEM planning processes and documents (e.g. CDEM Group Plan and National CDEM Plan). ○ the content and organisation of other agency plans (e.g. Influenza Pandemic Action Plan). ○ the operational planning cycle. ○ communities and their vulnerabilities to local area/regional risks. 	

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"> ○ collaborate across teams, partner agencies and community groups to establish and agree the purposes and objectives of plans. ○ align the purposes and objectives of plans with organisational and CDEM sector goals. ○ create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning response activities. ○ coordinate and facilitate effective meetings. ○ demonstrate effective project management skills (assigning staff and resources appropriately). ○ contribute to policy development. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ policy development processes. ○ 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"> o collaborate across teams, partner agencies and community groups to establish and agree the purposes and objectives of plans. o lead the development of a CDEM Group plan, aligned with national and regional CDEM goals. o plan for an extended emergency response and/or recovery. o direct the application of the principles of comprehensive emergency management in the planning process. o facilitate and contribute to the development of response and recovery plans at local (operational) or regional (strategic) level. o facilitate and contribute to the development of and monitor a CDEM business plan. o lead the development of processes, procedures and plans for the organisation and public to use during an emergency. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> o planning partners to be engaged. o planning requirements and considerations for an emergency response. o the infrastructure plans and procedures.

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"> o engage, consult with, and influence political leaders, senior officials, and key stakeholders to lead planning to respond to an emergency. o engage partners in a shared vision. o direct the application of the principles of comprehensive emergency management in the planning process. o actively participate in LTCCP and annual planning processes to promote CDEM outcomes. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> o support agency roles and contact persons. o planning partners to be engaged. o planning requirements and considerations for an emergency response. <p>Awareness of:</p> <ul style="list-style-type: none"> o central government policy, plan and guideline development processes, including the Cabinet paper process.

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"> o lead the evaluation of plans. o analyse existing plans to determine any updates required. o oversee the maintenance of business continuity plans. o undertake evaluation planning. o actively participate in LTCCP and annual planning processes to promote CDEM outcomes. o direct the implementation of outcomes and findings of monitoring and evaluation to improve plans. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> o monitoring and evaluation processes within CDEM Group and organisation. o standard briefing and debriefing processes. o business continuity planning principles and 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"> ○ Controller’s powers and functions under the CDEM Act (2002). ○ the local/regional hazards, risks and vulnerabilities. ○ networks and supply chains locally, regionally, or nationally, as appropriate. ○ the National Warning System. ○ all EOC functions. ○ standard briefing and debriefing processes and techniques. ○ the CDEM Group and local EOC operations. ○ relevant contingency plans. ○ the Employee Relations Act (2000).

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"> ○ support the capability and capacity development of the EOC and EOC team. ○ support the Controller to coordinate agreed functions with other agencies. ○ support the Controller to supervise the implementation of CDEM Group or local EOC SOPs. ○ communicate response activities over the short, medium and long term. ○ effectively operate the radio and satellite communications systems, emergency management PABX system, electronic information system and a paper based information system. ○ demonstrate time management practices and principles. ○ conduct briefings and debriefings with team members and/or key stakeholders and other agencies using a standardised format to evaluate a response, identify and implement improvements to be made and take steps to remedy emerging issues. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ EOC information management systems and processes.

KEY AREA 5: IMPLEMENTATION (IP)

IP02 Emergencies are managed in accordance with the scale of activity, existing plans and SOPs	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ support and assist the Controller as required. ○ support the Controller to strategically plan and coordinate response efforts at the CDEM Group level. ○ support the Controller and Recovery Manager to manage the transition from response to recovery in accordance with the National CDEM Plan, CDEM Group Plan, Recovery Plan and/or local arrangements. ○ assess impacts and extent of the emergency. ○ respond and act upon National Warning System messages. ○ identify staff and resources required to meet the demands of an emergency. ○ demonstrate situational awareness at all times. ○ carry out response coordination activities consistent with the principles of CIMS. ○ direct the use of CDEM Group warning and public alerting systems. ○ conduct briefings and debriefings with team members and/or key stakeholders and other agencies using a standardised format to evaluate a response, identify and implement improvements to be made and take steps to remedy emerging issues. ○ resolve conflicts, confrontations and disagreements in a high pressure situation to minimise negative personal and organisational impacts. ○ facilitate and manage a range of functions in a stressful, high-pressured environment. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ conflict management processes and support tools.

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"> ○ manage work flow and resourcing. ○ set minimum standards for individual team roles. ○ provide feedback to manage team performance against agreed standards. ○ match team member capabilities to specific tasks. ○ determine requirements for funding and staffing levels. ○ resolve conflicts, confrontations and disagreements in a high pressure situation to minimise negative personal and organisational impacts. ○ demonstrate compliance with health and safety regulations and personal readiness obligations in a CDEM environment. ○ monitor individuals'/team readiness and wellbeing during emergency response and recovery. ○ identify, understand and address psychological impacts on self, team and community. ○ monitor the performance of individual team members and resources and take any remedial action required. ○ identify the issues and determine who needs to be involved to achieve the desired goal.. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ HR procedures, roles and policies. ○ team processes, policies and procedures. ○ personal preparedness concepts. ○ conflict management processes and support tools. ○ stress management principles. ○ the impacts on families of response staff during an emergency response and recovery. ○ the organisation's recruitment, training and retention strategy.

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"> ○ support the CDEM Group Controller by developing and maintaining a fully activated and resourced GEOC/ECC in support of the Local EOCs and NCMC. ○ negotiate further resources from neighbouring CDEM Groups or central government. ○ negotiate funding for physical resources to meet needs. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ resource allocation policies and protocols. ○ infrastructure requirements and capabilities. ○ the arrangements of the local/regional welfare plan. ○ assets that have strategic national importance.

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"> ○ operate effectively within the CDEM organisation's financial management processes and delegations. ○ access and use the council's financial management system to provide accurate information on CDEM expenditure. ○ identify and report on costs. ○ monitor and manage budget allocations. ○ actively participate in LTCCP and annual planning processes. ○ prepare and manage a budget. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ financial management and planning 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"> ○ the National Warning System. ○ advisory and warning protocols. ○ principles of effective risk communication. 	

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"> ○ collaborate with the PIM to develop a communications plan in accordance with the CDEM Group Plan or local arrangements. ○ build and maintain relationships with stakeholders across regions (TAs, staff, sectors, emergency services, peer, planners and media). ○ communicate clearly in a range of situations. ○ develop and use a variety of group facilitation processes to communicate with partners and communities. ○ express complex ideas and concepts in a manner that can be easily understood. ○ communicate information in a way that builds and maintains confidence and positive relationships with key partners and communities. ○ conduct meetings, briefings and debriefings with team members and/or key stakeholders and other agencies using a standardised format to evaluate a response, identify and implement improvements to be made and take steps to remedy emerging issues. 	Knowledge of: <ul style="list-style-type: none"> ○ media and communications protocols. ○ standard briefing and debriefing processes and techniques. ○ political and cultural implications of issues. ○ relevant community groups and their perceptions of risk. ○ existing relationships with local media. ○ local public alerting systems. Awareness of: <ul style="list-style-type: none"> ○ new advances in communication 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"> ○ explain public education and risk communication programmes in own area of responsibility, to build and maintain public confidence. ○ actively contribute to and participate in public education programmes. ○ support the development and implementation of marketing strategies and education programmes to improve public awareness of CDEM. ○ deliver effective CDEM education to policy makers, politicians and senior management. ○ identify opportunities to increase public awareness (advertising, public meetings, shows, displays). ○ communicate with the appropriate agencies, partner organisations, and communities to support and promote public education. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ existing national, regional, and local public education programmes. ○ <i>The Way Forward – Strategic Framework for the National CDEM Public Education Programme (2006–2015)</i> MCDEM.

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"> ○ collaborate with the PIM to develop a communications plan in accordance with the CDEM Group Plan. ○ identify specific needs and target audiences for public information messages. ○ initiate, implement, maintain and evaluate the communication of the plan through available communication channels. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ available communication channels in own area of responsibility. ○ the cultural composition of the community and its implications on response and recovery activity. ○ media and communications protocols. ○ PIM protocols and procedures. ○ local public alerting systems. ○ hazard and threat advisory and warning procedures and protocols. ○ the organisation's prepared public information messages to support response and recovery.

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"> ○ support the Controller and the PIM to establish the extent of briefings to the media and the information that can be released during an emergency. ○ apply prescribed media engagement protocols during a response. ○ effectively interact with the media. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ employing organisation's protocols for working with the media ○ basic media requirements. ○ PIM protocols and procedures.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

STATEMENTS COMMON TO CD01- CD05

Knowledge common to these competencies

Knowledge of:

- the CDEM Competency Framework [TS 02/09] (MCDEM).
- exercise planning protocols.
- the National Warning System.

CD01 Capability development opportunities are actively sought and undertaken

Skills specific to this competency

Is able to:

- lead the identification of gaps in response planning and capabilities.
- identify the skill gaps with the CDEM Group and identify solutions to address these gaps.
- lead the capability and capacity development of the EOC and EOC team.
- coach individuals.
- set performance standards.
- identify and maximise suitable learning opportunities to develop own capabilities.
- identify own skill gaps and priority areas for development.
- set own goals to achieve objectives.
- identify opportunities to contribute to the development and delivery of CDEM exercises.
- promote and participate in national exercises, multi-agency exercises within regions, districts, and desktop exercises.

Knowledge specific to this competency

Knowledge of:

- the skills gap analysis process.
- current training and educational opportunities available.
- the organisation’s recruitment, training and retention strategy.

CD02 Training and education programmes are developed and delivered

Skills specific to this competency

Is able to:

- share knowledge and experience to benefit the development of learning opportunities for individuals.
- identify opportunities to contribute to the development and delivery of CDEM training and education.
- oversee the delivery of training as per the CDEM Group Plan.
- monitor team skills and training and address skill gaps.
- research, develop and deliver effective presentations.
- demonstrate effective facilitation skills.
- provide on job training and mentoring.
- lead the development needs analysis.
- identify opportunities to contribute to the development and delivery of CDEM exercises.
- promote and participate in national exercises, multi-agency exercises within regions, districts, and desktop exercises.

Knowledge specific to this competency

Awareness of:

- the principles of adult education and training processes.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

CD03 CDEM exercises are developed and carried out	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify opportunities to contribute to the development and delivery of CDEM exercises. ○ promote and participate in national exercises, multi-agency exercises within regions, districts, and desktop exercises. ○ influence political leaders, CDEM group and partner organisations, to gain commitment and buy-in to CDEM exercises. ○ contribute to the development and delivery of training and exercises. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ <i>CDEM Exercises: Director’s Guideline [DGL 10/09] (MCDEM).</i>

CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify and maximise opportunities to develop own capability and that of the CDEM organisation. ○ provide opportunities for team members to develop capability. ○ set goals to achieve objectives. ○ coach individuals. ○ set performance standards. ○ recruit for roles to address turnover. ○ develop retention and career path plans for staff. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the organisation’s recruitment, training and retention strategy.

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 own and team training and response activities to identify where improvements can be made. ○ lead the monitoring and evaluation of available capability development activities including training and briefings, tests and exercises. ○ apply monitoring and evaluation tools to assess own organisation’s capability, including interdependencies of partner organisations’ capabilities. ○ establish readiness indicators and conduct checks against these indicators. ○ assess implications of exercises and training to determine organisational and community capability to manage the consequences of an emergency. ○ undertake regular reviews and checks of operations systems. ○ undertake regular review of Hazardscape knowledge and risk management assessments. ○ 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. ○ the CDEM Monitoring and Evaluation Framework and its capability assessment tool. ○ <i>Business Continuity Management Standard SAA/SNZ HB 221: 2004.</i>

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01- LD04

Knowledge common to these competencies

Comprehensive understanding of:

- leadership principles and motivational techniques.
- the National CDEM Strategy and other central government strategies supporting sustainable development and community resilience.
- the CDEM vision at all levels.

Knowledge of:

- Manager – CDEM Group Office’s commitments to team, sector and community.

LD01 A CDEM vision is developed and articulated

Skills specific to this competency

Is able to:

- contribute to the development of, and articulate, the CDEM vision.
- explain own and organisation’s role in relation to the CDEM vision.
- 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 why the CDEM vision is relevant to them.

Knowledge specific to this competency

Comprehensive understanding of:

- the CDEM vision and goals of the CDEM Group, member authorities, and partner agencies.
- Local Council vision and goals.

Knowledge 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:

- mentor team members.
- provide constructive feedback.
- resolve conflicts in a range of situations.
- encourage and facilitate sharing of information.
- direct and motivate staff to achieve objectives.
- eliminate or minimise barriers to the achievement of response objectives.
- ensure team buy-in to plans and procedures.
- involve others in collaborative planning, decision making and implementation efforts.
- provide clear direction when delegating tasks.

Knowledge specific to this competency

Knowledge of:

- team members’ strengths.
- standard briefing and debriefing processes and techniques.
- contemporary conflict resolution tools.
- 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"> ○ bring diverse groups together to facilitate the development of collaborative and effective teams, and lead them towards a shared vision. ○ identify opportunities for and facilitate the development of innovative solutions. ○ make effective tactical and strategic decisions that demonstrate consideration of the risk and needs of existing and potential partners and communities. ○ interpret and balance bureaucratic requirements with team needs. ○ communicate effectively with key stakeholders, team leaders and team members. ○ proactively establish and develop positive relationships with people in other organisations and agencies at all levels. ○ access support and help for internal and external team or organisation. ○ support team members to manage their wellbeing and stress levels in a pressure situation. ○ facilitate/lead discussions to a meaningful outcome. ○ obtain cooperation through use of strong interpersonal skills. ○ collaborate effectively with others to accomplish objectives. ○ analyse long term impacts of decisions. ○ clearly communicate consequences of actions/inactions. ○ contribute to legislation and framework changes. ○ provide professional, evidence-based advice to stakeholders. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ decision making principles and processes. ○ change management principles and processes.

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 and employ coping mechanisms to manage own wellbeing. ○ empathise with others and understand their roles and goals. ○ listen actively. ○ communicate effectively in a range of situations. ○ lead a group of people. ○ demonstrate communication styles that recognise personal differences especially in regard to stressors. ○ support staff and look after their own wellbeing. ○ provide professional, sound, evidence-based advice to stakeholders. ○ demonstrate time management practices and principles. ○ delegate effectively. ○ maintain personal readiness. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ own stressors. ○ standard briefing and debriefing processes and techniques. ○ stress management techniques. ○ the impacts on families of emergency staff in an emergency and implications for the response.

