



Civil Defence Emergency Management

Competency Framework Role Map

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

About this role map

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

Levels of Knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the Recovery Manager 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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Recovery 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 arrangements for recovery are outlined in the National CDEM Plan 2005, Part 9 ss84-87. The recovery process and the role of the Recovery Manager are outlined in Section 25 of the *Guide to the National Civil Defence Emergency Management Plan*.

Description of role

The role of the CDEM Group Recovery Manager in an emergency is to co-ordinate the recovery activity within their region. The role of the Local Recovery Manager is to co-ordinate the recovery activity within the local authority area with the CDEM Group Recovery Manager.

The Recovery Manager ensures:

- planning, prioritisation, and management functions are undertaken,
- effective reporting mechanisms are in place,
- government is informed of local and regional issues,
- recovery resources are identified and obtained as required,
- information is provided on the impact of the event on the affected area, and
- emerging issues are identified and solutions sought.

Attributes

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

Essential attributes

- Demonstrates empathy, and willingness to understand and respect others' needs.
- Is respectful of cultural diversity.
- Demonstrates ability to achieve team buy-in to the development of plans and procedures.
- Is reliable and able to be depended on.
- Supports colleagues, and is collaborative.
- Demonstrates professionalism, and fosters professional behaviour in others.
- Demonstrates the ability to see own role in relation to the wider operational context.
- Demonstrates ability to establish credibility and gain confidence.
- Demonstrates ability to manage own wellbeing in a pressured environment.
- Is solutions-focused when problem solving.

Desirable attributes

- Is self-motivated.
- Demonstrates flexibility and is open to new ideas.
- Demonstrates commitment to ongoing personal and professional development.
- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.
- Demonstrates leadership, and motivates others.

Key documents and references for this role

CDEM Act (2002) s4-5, 9, 17, 29-30, 108.

The National CDEM Plan 2005 (MCDEM).

The Guide to the National CDEM Plan (MCDEM).

National and CDEM Group Welfare Plans.

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

CDEM Group/Local Evacuation Plans.

Response Management: Director's Guideline for CDEM Group and Local Controllers [DGL06/08] (MCDEM).

Recovery Management: Directors Guideline for CDEM Groups [DGL 4/05] (MCDEM).

Focus on Recovery, A holistic framework for recovery in New Zealand: Information for the CDEM sector [IS5/05] (MCDEM).

Spontaneous Volunteer Management Planning: Civil Defence Emergency Management best practice guide [BPG3/06] (MCDEM).

Resource Management Act (1991).

Health and Safety in Employment Act (1992).

Privacy Act (1993).

Local Government Act (2002).

Building Act (2004).

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.

HRHuman Resources.

ICT.....Information and Communication Technology.

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

LTCCPLong Term Council Community Plan.

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

MOUMemorandum of Understanding.

Acronyms and abbreviations continued

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 Recovery Manager.

STATEMENTS COMMON TO ALL KEY AREAS

Comprehensive knowledge of:

- the Recovery Manager's role and responsibilities within CDEM.
- recovery concepts and structures.

Knowledge of:

- the principles of comprehensive emergency management.
- the principles of integrated risk management.
- the principles of CIMS.
- CDEM terminology.
- key documented arrangements, such as MOUs and SLAs.
- CDEM legislation.
- local arrangements and the CDEM Group plan.
- roles and responsibilities of, and within, all CDEM organisations.
- the Controller's role and responsibilities within a CDEM organisation.
- relevant SOPs.
- the Local Government Act (2002).
- the Health and Safety in Employment Act (1992).
- the Privacy Act (1993) principles.
- Government Crisis Management Arrangements.
- the New Zealand Hazardscape and the definition of hazards.

Awareness of:

- the Building Act (2004).
- the Resource Management Act (1991).

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

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

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> engage, consult with and influence political leaders, senior officials and key stakeholders to lead the preparation to operate in a CDEM recovery operation. engage and consult with community stakeholders in preparation for managing the recovery process. distinguish and describe, in relation to CDEM, the roles of Central, Regional and Local Government. identify and establish the expectations of key agencies and stakeholders in CDEM. identify the potential recovery issues/activities and determine who needs to be involved to achieve the desired goal. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> local and CDEM Group recovery plans. the roles within local government and the related legislative provisions. the functions and delegations of the Recovery Manager and the CDEM Group in accordance with the CDEM Group Plans and industry texts, and when these functions and delegations take effect. the relationship between the Recovery Manager and key support people including the Emergency Management Officer. the role(s) of political leaders during recovery. Māori culture and protocols. the cultural makeup of the community and their collective needs. the local community and the four environments (social, economic, built and natural).

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 key personnel, agencies and stakeholders in CDEM. maintain and manage key relationships within the local community. support, through the provision of information, political leaders such as local body officials, elected officials and the chairperson of the CEG in CDEM. influence, negotiate and persuade across CDEM Group boundaries to achieve objectives and overcome obstacles. recognise key political and other factors that may impact on working relationships, and deal with these sensitively and strategically. determine and analyse the key issues in any negotiation process. chair meetings with a wide range of participants. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> the boundaries within which local body and elected officials can operate during a CDEM emergency. key personnel from CDEM organisations within area of responsibility. <p>Awareness of:</p> <ul style="list-style-type: none"> the CDEM Group Plan planning process.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

STATEMENTS COMMON TO IM01– IM05	
Skills common to these competencies	
<p>Comprehensive understanding of:</p> <ul style="list-style-type: none"> ○ the recovery reporting process. ○ the recovery needs assessment and support survey process. <p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the situation reporting process. ○ the range of information systems and processes used in CDEM. ○ standard briefing and debriefing processes. 	
Knowledge 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. ○ translate and communicate complex information to a range of stakeholder groups including political leaders and key members of the local community. 	

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"> ○ determine the information needs for the recovery operation. 	<p>Comprehensive understanding of:</p> <ul style="list-style-type: none"> ○ recovery information needs of CDEM stakeholders including CDEM Group, partner organisations/ agencies and MCDEM. <p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the information needs of specific groups in the local community.

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"> ○ lead the development of the process for collecting, recording and monitoring recovery needs assessment information. ○ lead the process for capturing and recording information for the recovery report. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ how recovery information and reporting requirements affect the development of information systems and processes.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM03 Systems and processes are applied to collect and maintain information

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify the potential impacts and consequences of an event over the short, medium and long term. ○ establish recovery priorities in accordance with the CDEM Group Plan. ○ establish the level of recovery effort required. ○ identify and address gaps in information. ○ analyse information and identify what is critical. ○ prioritise needs assessment and reporting information. ○ facilitate meetings and discussions. ○ coordinate needs assessment. ○ coordinate responsible agency or agencies to undertake needs assessment. ○ reprioritise information collection based on direction from CDEM Group or national level. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ where and how to access recovery information.

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 ensure it is timely, accurate and complete. ○ direct the development of the recovery report, including providing final approval. ○ collate needs assessment information into a format that will inform Task Group activities and support recovery reporting. 	<p>Refer to blue table for knowledge statements relevant to this competency.</p>

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 used during recovery and take remedial action as required. 	<p>Refer to blue table for knowledge statements relevant to this competency.</p>

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 National CDEM Strategy and other central government strategies supporting sustainable development and community resilience. risks and hazards in the area of responsibility. the potential consequences of the hazards in the local area. how to respond to risks and hazards in the local area. the communities and their existing and emerging vulnerabilities in the local area. potential risks associated with the recovery process including political, economic and social risks. how information about risks and hazards is best disseminated to the public. risk reduction principles in the recovery context. 	

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"> contribute to technical expert group discussions and act effectively on information provided. foster engagement and partnerships with non-government organisations, civil society, and private sector agencies on risk management. contribute to coordinated hazard risk management at the local, regional, national levels. 	<p>Refer to blue table for skill statements relevant to this competency.</p>

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 community and the natural, social, economic and built environments (and known trends/forecasts of changes to these environments) to the recovery process. coordinate the approach to risk management within the wider organisation, and between organisations during the recovery process. apply the CDEM Group and own organisation’s guiding principles for risk reduction. 	<p>Refer to blue table for skill statements relevant to this competency</p>

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"> direct the establishment of recovery monitoring processes to fit with the CDEM Group plan. contribute to the development of a local/CDEM Group plan. 	<p>Knowledge to:</p> <ul style="list-style-type: none"> monitoring and evaluation processes within CDEM Group and own organisation. how the monitoring and evaluation processes of the organisation fit into the national monitoring and evaluation structure.

KEY AREA 4: PLANNING (PL)

STATEMENTS COMMON TO PL01- PL04	
Skills common to these competencies	
<p>Comprehensive understanding of:</p> <ul style="list-style-type: none"> ○ recovery planning requirements and tasks prior to the transition between response and recovery. ○ the composition, structure and responsibilities of Task and Subtask groups. <p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the National CDEM Strategy and other central government strategies supporting sustainable development and community resilience. ○ the Controller’s powers and functions under the CDEM Act (2002). ○ the content of other agency plans (e.g. IPAP). ○ CDEM planning processes and documents (e.g. CDEM Group Plan and National CDEM Plan). ○ the operational planning cycle. 	

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"> ○ establish the purpose and objectives of the recovery action plan. ○ establish exit arrangements for the transition from recovery to business as usual or to a partner agency or organisation. 	<p>Refer to blue table for knowledge statements relevant to this competency.</p>

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 Recovery Action Plan. ○ recognise and interpret the broader recovery issues over the short, medium and long term. ○ define the steps required for effective recovery. ○ identify and analyse potential consequences for the community, to assist with the planning process. ○ contribute to the development of a local/CDEM Group plan. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the community and four environments of recovery. ○ Knowledge of the CDEM Group planning process.

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
Is able to: <ul style="list-style-type: none">○ work with partners to ensure that recovery planning (whether before, during or after an emergency) is coordinated, integrative and collaborative.	Refer to blue table for knowledge statements relevant to this competency.

PL04 Plans are evaluated and updated	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none">○ contribute to the evaluation of plans and planning processes.	Refer to blue table for knowledge statements relevant to this competency.

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01– IP05

Skills common to these competencies

Comprehensive understanding of:

- the composition, structure and responsibilities of Task and Subtask groups.
- the CDEM Group and local recovery office operations.

Knowledge of:

- the National CDEM Strategy and other central government strategies supporting sustainable development and community resilience.
- the Controller’s powers and functions under the CDEM Act (2002).
- all EOC functions.
- the CDEM Group Plan process.
- standard briefing and debriefing processes.
- the CDEM Group and local EOC operations.

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

Skills specific to this competency

Is able to:

- assemble resources for recovery, proportionate to its scale and complexity.
- contribute to response activities prior to the transition to recovery.
- lead recovery activities over the short, medium and long term.
- maintain a state of personal preparedness to operate as a Recovery Manager in CDEM and CDEM emergencies and take any remedial action identified.
- participate in briefings and debriefings with team members and/or key stakeholders and other agencies using a standardised format to evaluate recovery, identify and implement improvements to be made and take steps to remedy emerging issues.

Knowledge specific to this competency

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

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"> ○ assess potential consequences and extent of the emergency, to set priorities and inform recovery activities. ○ anticipate the possible development of the emergency. ○ develop an understanding of all the factors and circumstances caused by the impact of the emergency. ○ respond to the National Warning System when required. ○ monitor partner agencies in their roles throughout the recovery process. ○ consult with Local Recovery Managers and partner agencies, on the need to further escalate or de-escalate the recovery operation. ○ 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. ○ conduct public meetings ○ manage recovery efforts at the local level (Local Recovery Manager). ○ coordinate recovery efforts at the CDEM Group level (Group Recovery Manager). ○ provide regular updates to the National Recovery Manager and Local Recovery Managers and engaged agencies (Group Recovery Manager). ○ respond to direction and priorities set out by the Group Recovery Manager (Local Recovery Manager). ○ plan and coordinate recovery efforts at the CDEM Group level (Group Recovery Manager and National Recovery Manager). ○ manage the transition from response to recovery in accordance with the National CDEM Plan, CDEM Group Plan, Recovery Plan and local arrangements. ○ use project management methodology to manage the recovery effort. ○ support communities to make decisions that impact on their own recovery. ○ resolve conflicts, confrontations and disagreements in a high pressure situation to minimise negative personal and organisational impacts. ○ facilitate and coordinate Central Government, Local Government and non-Government and other organisations' involvement in the recovery process. ○ develop and establish clear criteria for the distribution of relief items. 	<p>Comprehensive understanding of:</p> <ul style="list-style-type: none"> ○ project management methodologies. <p>Knowledge of:</p> <ul style="list-style-type: none"> ○ conflict management processes and support tools. ○ the psychosocial impacts of emergencies and how they impact on recovery priorities. ○ the National Warning System. ○ the likely behaviour of group dynamics following a crisis. ○ existing and emerging vulnerabilities and at risk groups within communities.

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"> ○ identify the issues and determine who needs to be involved to achieve the desired goal. ○ manage work flow and resourcing. ○ 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' and team wellbeing during the recovery operation. ○ identify and address psychological and social impacts on self, team and community. ○ monitor the performance of individual team members and resources and take any remedial action required. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ HR procedures, roles and policies. ○ personal preparedness concepts. ○ conflict management processes and support tools. ○ the psychosocial impacts of emergencies and how they impact on recovery priorities.

IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ operate ICT in a recovery office to its full potential to enhance communication. ○ identify, source and allocate resources in accordance with the scale of the recovery effort using organisational policies and protocols. ○ negotiate further resources from neighbouring CDEM Groups or Central Government (Group Recovery Manager). ○ negotiate further resources from CDEM Group (Local Recovery Manager). 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ resource allocation policies and protocols in the CDEM Group and own organisation.

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 within the CDEM Group and own organisation's financial management processes and delegations. ○ track recovery expenditure accurately and effectively. ○ review existing financial commitments to retarget allocations to recovery priorities. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ financial management processes and fund allocation protocols. ○ own organisation's financial management processes, delegations and systems. ○ services and financial aid borne by other Government agencies and non-Government organisations involved in the recovery process.

KEY AREA 6: COMMUNICATION (CM)

STATEMENTS COMMON TO CM01 – CM04	
Knowledge common to these competencies	
<p>Comprehensive understanding of:</p> <ul style="list-style-type: none"> the composition, structure and responsibilities of Task and Subtask groups of the Recovery Management Framework. <p>Knowledge of:</p> <ul style="list-style-type: none"> the Controller’s powers and functions under the CDEM Act (2002). all EOC functions. 	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> express complex ideas and concepts in a manner that can be easily understood. communicate information in a way that increases and builds positive relationships with key partners and communities. 	

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"> maintain internal and external communication channels. communicate clearly in a range of situations. develop and use a variety of group facilitation processes to communicate with partners and communities. 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. manage the development and dissemination of recovery reports to enable timely and coordinated decisions. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> standard briefing and debriefing processes. the recovery reporting process. recovery stakeholders. communication methods best suited to individual stakeholder groups.

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
Refer to blue table above for skill statements relevant to this competency.	<p>Awareness of:</p> <ul style="list-style-type: none"> existing public education programmes within area of responsibility.

KEY AREA 6: COMMUNICATION (CM)

CM03 Public information messages are developed and disseminated during response and recovery

Skills specific to this competency

Is able to:

- maintain internal and external communication channels.
- collaborate with PIM to develop a communications plan in accordance with the National Recovery Managers' objectives, and CDEM Group Plan and local arrangements.
- work with the PIM to ensure that key messages to the public are clear, accurate and provide reassurance and direction during the recovery.
- tailor public information messages in order to respond to the community's changing priorities.

Knowledge specific to this competency

Knowledge of:

- available communication channels in own area of responsibility.
- the cultural composition of the community and its implications for the development of effective public messages.
- PIM protocols and procedures.

CM04 Media are engaged in public information management and public education

Skills specific to this competency

Is able to:

- collaborate with the PIM to establish the frequency of media briefings and interviews, and the information that can be released.
- address press conferences and participate effectively in media interviews.

Knowledge specific to this competency

Knowledge of:

- own organisation's protocols for working with the media.
- basic information requirements of the media.
- PIM protocols and procedures.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

STATEMENTS COMMON TO CD01- CD05	
Knowledge common to these competencies	
Awareness of: <ul style="list-style-type: none"> the CDEM Competency Framework. 	

CD01 Capability development opportunities are actively sought and undertaken	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> identify and maximise suitable learning opportunities to develop own capabilities. support the capability and capacity development of the recovery team. identify own skill gaps and priority areas for development. 	Awareness of: <ul style="list-style-type: none"> the principles of adult education and training processes.

CD02 Training and education programmes are developed and delivered	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> share own knowledge and experience to inform the development of learning opportunities. identify opportunities to contribute to the development and delivery of CDEM training and education. 	Refer to blue table for Knowledge statements relevant to this competency.

CD03 CDEM exercises are developed and carried out	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> identify opportunities to contribute to the development and delivery of the recovery component of CDEM exercises. participate in CDEM exercises in the role of Recovery Manager to test processes and procedures and to enhance own capability. 	<ul style="list-style-type: none"> the Directors guideline - <i>CDEM Exercises [DGL 10/09]</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
Is able to: <ul style="list-style-type: none"> monitor team capability and address skill gaps. 	Refer to blue table for Knowledge statements relevant to this competency.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

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 recovery activities to identify where improvements can be made.○ contribute to the monitoring and evaluation of available capability development activities.○ establish readiness indicators and conduct checks against these indicators.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ business continuity principles and organisation dependencies on other service providers. <p>Awareness of:</p> <ul style="list-style-type: none">○ the CDEM Monitoring and Evaluation Framework and its capability assessment tool.

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01- LD04	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none"> the National CDEM Strategy and other central government strategies supporting sustainable development and community resilience. the CDEM vision at all levels. 	

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

LD02 An environment is created that empowers others to act and succeed	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> resolve conflicts in a range of situations. lead and motivate staff and agency representatives to achieve recovery objectives. eliminate or minimise barriers to the achievement of recovery objectives. promote and use the experiences and ideas of others to facilitate cooperation and information sharing. 	Knowledge of: <ul style="list-style-type: none"> team members’ strengths and areas for development. team/group dynamics and how to manage them effectively. standard briefing and debriefing processes.

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> identify options and exercise judgement when making decisions with limited information. identify opportunities to develop innovative solutions. consider the needs of existing and potential partners and communities, when making decisions. 	Knowledge of: <ul style="list-style-type: none"> decision making processes.

KEY AREA 8: LEADERSHIP (LD)

LD04 Leadership is demonstrated through professional conduct and effective self management	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none">○ maintain a state of personal preparedness to operate as a Recovery Manager in CDEM and CDEM emergencies and take any remedial action identified○ identify and employ coping mechanisms to manage own wellbeing.○ identify own limitations and develop strategies to address these.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ own and individual stressors.○ standard briefing and debriefing processes.○ stress management principles and techniques.

