



Civil Defence Emergency Management

Competency Framework Role Map

Welfare 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) Welfare 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 to a Welfare Manager role may be required to know or do. Parent organisations may differ in terms of expectations and responsibilities of Welfare 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 Welfare 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 Welfare 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 Welfare Manager.

Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the Welfare 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 competency RS03 in the key area of Risk Management

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	
Skills specific to this competency	Knowledge specific to this competency
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 competency RS03 in the key area of Risk Management

For assistance

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

MCDEM Professional Development

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Welfare 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 Welfare Manager may be set out in the CDEM Group Plan and/or local arrangements. The context of Welfare is set out in the following arrangements:

- National CDEM Plan, s42;
- Guide to the National CDEM Plan, s12; and
- *Welfare in an Emergency – Director’s Guideline* [DGL 11/10].

Description of role

Welfare in the CDEM environment includes the provision of shelter, accommodation, food, clothing and other financial assistance, personal support and advice for people affected or threatened by an emergency. Welfare includes supporting people in their homes and work places. It begins with readiness planning and extends through the response to an emergency and for the duration of the recovery phase.

Welfare Managers are expected to provide clear leadership and direction to relevant social agencies, to support welfare objectives. The Welfare manager is ultimately accountable for the effective and efficient coordination and delivery of welfare services.

Welfare Managers are appointed at Group and Local level. Welfare Managers at each level have similar, but slightly differing high-level responsibilities, as outlined below.

The **Group Welfare Manager** is responsible for:

- CDEM Group-level planning and coordination of the delivery of welfare services at the local level.
- supporting Local Welfare Managers in the delivery of welfare.
- advising the CDEM Group Controller and Group Emergency Operations Centre (GEOC) on the strategic provision and coordination of welfare services during an emergency in the region.
- reporting to the Group Controller.

The **Local Welfare Manager** is responsible for:

- setting welfare priorities and coordinating the actions of welfare partners to deliver social services and assistance to affected individuals, families and communities.
- managing the delivery of welfare services to affected individuals, families and communities at the local level.
- providing information to and liaising with the Group Welfare Manager across all 4Rs of comprehensive emergency management.
- reporting to the Local Controller in a local level emergency.

Attributes

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

Essential Attributes

- Demonstrates strategic thinking, strong analytical skills and ability to see the ‘big picture’.
- Demonstrates flexibility and is adaptable and pragmatic.
- Is solutions-focused when problem solving.
- Demonstrates leadership, and motivates others.

Attributes (continued)

- Has the ability to engender credibility, confidence, respectability, and display compassion.
- Is client and service-delivery focused.
- Is self motivated.
- Demonstrates ability to manage own wellbeing in a pressured environment.
- Has the ability to cope with stressful situations within a rapidly changing environment.
- Demonstrates the ability to see own role in relation to the wider operational context.

Desirable Attributes

- Fosters supportive team environment, and shared ownership of activities and outcomes.
- Demonstrates empathy and willingness to understand and respect others' needs.
- Demonstrates commitment to ongoing personal and professional development.
- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.
- Supports colleagues, and is collaborative.
- Demonstrates the ability to follow instructions and work unsupervised.
- Is goal and outcome oriented.

Key documents and references for this role

CDEM Act 2002.

National CDEM Strategy. (MCDEM)

National CDEM Plan (2005).

The Guide to the National CDEM Plan (MCDEM).

Welfare in an Emergency – Director's Guideline [DGL 11/10].

Recovery Management, Director's Guidelines for CDEM Groups [DGL 4/05].

National arrangements and CDEM Group and local welfare plans.

National Hazardscape Report (2007).

Director's Guidelines, codes and technical standards published by the Ministry of Civil Defence & 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).

CDEM Group/local communication/public information plans.

CDEM Group/local evacuation plans.

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

Acronyms and abbreviations

CDEMCivil 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).
GEOCGroup Emergency Operations Centre (as opposed to the local EOC). Also known as an ECC.
ICTInformation 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.
LWCLocal Welfare Committee.
MCDEM	...Ministry of Civil Defence & Emergency Management.
MOUMemorandum of Understanding.
NCMCNational Crisis Management Centre.
PIMPublic Information Manager or Public Information Management.
SitrepSituation Report.
SLAService Level Agreement.
SOPsStandard Operating Procedures.
WAGWelfare Advisory Group.

Statements common to all key areas

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

STATEMENTS COMMON TO ALL KEY AREAS

Knowledge of:

- Welfare roles, responsibilities and accountabilities and how they interrelate.
- the Welfare framework and arrangements at a national, regional and local level.
- specific vulnerabilities and at risk groups within communities.
- communities' vulnerabilities to hazards and risks, and key trends.
- local community issues, challenges and opportunities.
- the principles of CIMS.
- the principles of comprehensive emergency management.
- the principles of integrated risk management.
- CDEM terminology.
- key roles, functions and duties of partner agencies and organisations, and local authorities under the CDEM Act (2002).
- key documented arrangements, such as MOUs and SLAs.
- relevant SOPs.
- CDEM-related legislation.

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"> ○ recognise potential for political implications of issues, and apply strategies to escalate or deescalate them. ○ establish and develop relationships with people in other organisations and agencies at all levels (government and non government). ○ speak confidently in public. ○ effectively communicate and develop relationships with a diverse range of people and communities. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ general theory and practice for managing emergencies at the community level. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the 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	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ develop effective internal relationships that support the development of consistent, supportive relationships with partner agencies and communities. ○ establish and maintain strong networking channels with key stakeholders, community groups, and partner agencies. ○ collaborate with partner agencies and communities to achieve buy in and commitment to a common goal, maximise services built on interagency collaboration and accomplish welfare goals. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ key individuals and roles in CDEM and partner organisations within local area/region. ○ key individuals and business/service groups that can support fostering relationships with the business sector. ○ key stakeholders, community groups, and partner agencies in order to understand the welfare operating environment. ○ relevant advisory groups and their role, responsibilities and functions.

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"> ○ involve the appropriate agencies and individuals and keep them informed while developing and agreeing actions. ○ identify effective means to formalise and sustain relationships with partner agencies (e.g. MOUs, SLAs). ○ clearly record understandings, commitments and expectations with key stakeholders and partner agencies within relevant planning and procedural documentation (e.g. MOUs, SLAs). ○ document participation in activities in accordance with organisational requirements. ○ acknowledge individual and community contributions and successes. ○ listen actively in a conversation. ○ articulate and communicate views to a target audience. ○ address issues of concern or conflict within a relationship in an appropriate manner. ○ foster ongoing liaison and information exchange with key stakeholders, partner agencies and members of the LWC or WAG. ○ provide sound advice to the LWC or WAG. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ existing understandings, arrangements and agreements with partner agencies.

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. ○ identify and apply the legislative requirements for gathering, storing, releasing and disposing of information. ○ keep accurate and detailed records. ○ use relevant software applications, such as the Microsoft Office suite (Outlook, Word, PowerPoint and Excel). ○ use the organisations' emergency management information system and applications. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ databases used for storing information such as plans, and SOPs. ○ the Privacy Act (1993) principles. ○ the information needs and information flow within the EOC. ○ suitable systems and processes for information collection, collation, storage and distribution. ○ standard briefing and debriefing processes. ○ the organisation's information code of conduct. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ organisational protocols and policies associated with information use (including use of the Civil Defence logo). ○ PIM protocols and procedures. 	

IM01 Information needs are identified and understood	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify the range of audiences and what information is relevant to each audience. ○ foster ongoing liaison and information exchange with key stakeholders, partner agencies and members of the LWC or WAG. ○ collaborate with key stakeholders, community groups, and partner agencies to ensure understanding of mutual information needs. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ how information needs may vary across the 4Rs of comprehensive emergency management. ○ the EOC processes and SOPs. ○ the information needs of key stakeholders, community groups, and partner agencies.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM02 Information systems and processes are developed	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ select the most suitable information system for the event. ○ develop SOPs for welfare-related information management and activation in accordance with organisational and legislative requirements. ○ liaise with partner agencies to ensure information networks (including inter-operability of systems) are operational at all times. ○ identify and use alternative information systems when the primary systems are not operational. ○ maintain, troubleshoot, and adapt information systems and processes to sustain operational capability. ○ identify and implement effective communication networks. ○ establish efficient communication channels to disseminate information. ○ develop monitoring systems to track developing events. ○ utilise an effective paper-based system to run in any event in case of ICT failures. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ welfare planning requirements. ○ the local CDEM and organisation's information systems and processes. ○ available resources. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the ongoing developments of information systems and processes used in CDEM. ○ available communication systems for the transference of data and information to inform system and process development. ○ potential failures in existing information 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"> ○ maintain contact list of key stakeholders, community groups and partner agencies. ○ create and maintain an issues register to ensure staff are aware of issues and all actions are undertaken. ○ create and maintain a register of all persons within the Welfare Centre via the Red Cross Registration System. ○ create and maintain volunteer and staff call out lists. ○ 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. ○ assess community impact to establish needs and demands. (Local) ○ identify and use correct record keeping and information procedures in accordance with organisational protocols. ○ analyse information and identify what is critical. ○ maintain an effective paper-based system to run any event in case of communications failures. ○ analyse information to determine the scale of an event and to identify what welfare services are required. ○ operate communications equipment in accordance with protocols, regional/organisational requirements and SOPs. ○ document, and reference key information defining activities, understandings, decisions and outcomes. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the situation reporting process used by the CDEM Group and Local Authority. ○ available and relevant information channels. ○ different sources of information and how to determine their reliability and validity.

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"> ○ demonstrate situational awareness at all times. ○ prioritise information to produce and/or update a situation report or status update. ○ check the source and validity of information prior to dissemination. ○ structure information to make it suitable for a range of purposes. ○ interpret information and communicate or relay it effectively to all relevant parties. ○ demonstrate time management practices and principles. ○ write clearly and concisely. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ CDEM Group and Local Authority information flow systems and processes. ○ the likely response and recovery timeframes for different incidents. ○ the situation reporting process used by the CDEM Group and Local Authority. ○ required organisational documentation. ○ organisation's timelines for information reporting. ○ current operational information requirements. ○ the national flow of information and processes relating to welfare functions.
IM05 Information systems and processes are evaluated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ apply monitoring and evaluation techniques to determine solutions to problems. ○ maintain SOPs for welfare related information management and activation in accordance with organisational and legislative requirements. ○ evaluate plans, processes and systems and update if required. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within CDEM organisations. ○ standard briefing and debriefing processes.

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 planning framework under the CDEM Act and its relationship to other planning processes for managing hazards and risks. the capacity of the community to respond to the welfare needs of an emergency. <p>Awareness of:</p> <ul style="list-style-type: none"> the New Zealand hazardscape and the definition of hazards. risks and hazards in the local area/region. <i>Risk Management for Local Government</i> (SNZ HB4360:2000) its principles, processes and terminology <i>Risk Management Principles and Guidelines</i> (AS/NZS ISO 31000:2009) its principles, processes and terminology 	

RS01 Hazards and risks are recognised, understood and communicated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> apply risk and hazards information to the selection of welfare centre locations. 	<p>Awareness of:</p> <ul style="list-style-type: none"> the key sources of data on hazards and risks, and community profiles. the potential consequences of the hazards in the local area/region. how information about risks and hazards is best communicated to the public. the CDEM processes for analysing and prioritising risks in the local area/region.

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 risk management principles to the welfare process. 	<p>Refer to blue table above for knowledge 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>Refer to blue table above for skill statements relevant to this competency.</p>	<p>Knowledge to:</p> <ul style="list-style-type: none"> monitoring and evaluation processes within own CDEM organisation.

KEY AREA 4: PLANNING (PL)

STATEMENTS COMMON TO PL01- PL04	
Skills common to these competencies	
<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 welfare planning activities. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ available welfare services. ○ local community welfare resources including people, facilities, support organisations. ○ specific requirements for planning welfare delivery and coordination. ○ the planning framework under the CDEM Act and its relationship to other planning processes for managing hazards and risks. ○ the CDEM Group plan process. ○ CDEM planning processes and documents (e.g. CDEM Group Plan and National CDEM Plan). ○ where to source information to assist planning. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ risks and hazards in the local area/region. ○ key planning processes and drivers in the setting of community goals and objectives (e.g. LTCCPs). 	

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 welfare activities. ○ organise and facilitate effective meetings. ○ demonstrate effective project management skills to assign staff and resources appropriately. ○ assist in policy development. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ policy and plan development processes. ○ environmental data that will influence planning.

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"> ○ develop robust welfare plans to ensure welfare delivery strategies can be tailored to the scale and requirements of an event. ○ write plans using the format and structure prescribed by own organisation. ○ coordinates the development of local/CDEM Group emergency welfare procedures and plans. ○ plan for an extended emergency. ○ write processes, procedures and plans for the organisation to use during an emergency. ○ use planning skills to ensure outcomes are achieved. ○ write SOPs and guidelines. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ planning partners to be engaged. ○ 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"> ○ engage key stakeholders, community groups and partner agencies in the development and monitoring of welfare response and recovery plans ○ develop welfare response and recovery plans at the regional level. ○ contribute to the development of EOC Action Plans ○ work with key stakeholders, community groups and partner agencies to develop the welfare response and recovery plans, to identify welfare needs and gain commitment to shared goals. ○ coordinate and document multi-disciplinary planning for emergency response. ○ contribute to the development of Recovery Action Plans. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ planning partners to be engaged. ○ planning requirements and considerations for an emergency response. ○ the capacity of the community to respond to the welfare needs of an emergency.
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 standard operating procedures. ○ evaluate and review welfare plans. ○ apply monitoring and evaluation techniques to. ○ test and exercise SOPs and plans. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ evaluation and review processes. ○ standard briefing and debriefing processes. ○ monitoring and evaluation processes within own CDEM organisation.

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01– IP05

Knowledge common to these competencies

Knowledge of:

- local community welfare resources including people, facilities, support organisations.
- the EOC functions, roles and processes.
- risks and hazards in the local area/region.
- the Health and Safety Act.
- resources available.
- networks and supply chains in the CDEM Group region or Local Authority area.

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

Skills specific to this competency

Is able to:

- demonstrate time management practices and principles.
- demonstrate effective project management skills (assigning staff and resources appropriately).
- activate required welfare centres and LWC or WAG.
- apply SOPs to perform welfare functions.

Knowledge specific to this competency

Knowledge of:

- required organisation documentation and information flow processes.
- welfare set-up procedures according to *Welfare in an Emergency: Director’s Guideline* (MCDEM).

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

Skills specific to this competency

Is able to:

- coordinate and facilitate collaboration between agencies delivering welfare services.
- identify staff and resources required to meet the demands of an emergency event.
- identify surge and escalation points and adapt resource levels accordingly.
- demonstrate situational awareness at all times.
- assess community impact to establish needs and demands.
- coordinate and allocate resources.
- support the coordination of response activities in a welfare capacity.
- demonstrate an understanding of the risks and hazards in the local area/region.
- demonstrate time management practices and principles.
- identify welfare centres as per prepared tactical plans. (Local)
- coordinate the activities and establishment of local welfare centres. (Local)
- develop welfare response plans.
- prepare status updates for input into situation reports.
- keep accurate and detailed records.
- make sound decisions based on the information provided.
- review and tailor welfare plans to ensure coordination strategies fulfil the scale and requirements of an event.

Knowledge specific to this competency

Knowledge of:

- personal preparedness concepts.
- the welfare operating environment and the associated challenges and expectations to ensure the proposed action is timely and will satisfy the welfare needs.

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 welfare SOPs and guidelines. ○ 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. ○ organise staff rosters with consideration for surge capacity and staff wellbeing. ○ prioritise human resources. ○ 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"> ○ HR procedures, roles and policies. ○ stress management principles. ○ the Privacy Act (1993) principles. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ health and safety procedures, policies and practices in relation to Welfare Centres. ○ the potential impacts on families of emergency staff involved in emergency response and/or recovery activities.
IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ effectively utilise resources to maximise welfare service delivery. ○ effectively operate the radio and satellite communications systems, emergency management PABX system, electronic information system and a paper based information system. ○ maintain information regarding resources, locations etc. ○ make effective and timely decisions based on available information to maximise coordination of welfare delivery. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the arrangements of the local/regional welfare plan. ○ emergency welfare concepts. ○ available welfare operations (e.g. centres, transport etc) so as to inform displaced people. ○ welfare centres in local area and appropriate layout. (Local) ○ accommodation and other welfare services available in local area. (Local) ○ animal welfare in an emergency.
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. ○ prepare and manage a budget. ○ establish efficient and effective financial management systems for recovery. ○ coordinate access to financial resources. ○ determine budget requirements for funding and staffing. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ financial authority and delegations. ○ financial management processes and fund allocation protocols. ○ funding requirements for CDEM. ○ the legal government finance system and relief funds so that money issues can be managed.

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"> effectively communicate and develop relationships with a diverse range of people, adapting style to suite the audience. communicate clearly in both verbal and written form. communicate effectively with key stakeholders, emergency management staff, team leaders and team members. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> CDEM organisation’s protocols for working with the media. <p>Awareness of:</p> <ul style="list-style-type: none"> risks and hazards in the local area/region. PIM protocols and procedures. 	

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"> 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. develop a communications plan. prepare written material using appropriate formats and technical standards. involve the key stakeholders, community groups and partner agencies, and keep them informed while developing and deciding on actions and alternatives. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> media and communications protocols. standard briefing and debriefing processes. political and cultural implications of welfare-related issues. key individuals within local authorities, and health and welfare agencies. communication networks, frequencies and protocols to maintain efficient communications networks.

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"> contribute to the development and implementation of marketing strategies and education programmes to improve public awareness of welfare in emergency management. assist in identifying marketing opportunities to increase public awareness (advertising campaigns, public meetings, shows, displays). contribute to the development and implementation of reduction education strategies. engage and educate communities on welfare response systems and resources. 	<p>Awareness of:</p> <ul style="list-style-type: none"> existing public education programmes within local area/region. <i>The Way Forward – Strategic Framework for the National CDEM Public Education Programme</i> (MCDEM, 2006-2015).

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 and target audiences for welfare-related public information messages. ○ support the development of messages for the public that are concise, clear, accurate and consistent with the public information plan developed for response and recovery phases. ○ advise on priorities and timing for disseminating information. ○ contribute to the monitoring, evaluation and revision of public information. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ Hazardscape and community vulnerabilities as documented in the organisations' CDEM planning processes. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ hazard and threat advisory and warning procedures and protocols. ○ the welfare information needs of the public during an emergency. ○ channels available to provide welfare information to the public. ○ the organisation's pre-planned public information messages to support access to welfare services during 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"> ○ effectively interact with the media as per organisation's protocols. ○ participate in media interviews if/when required. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ basic media requirements. ○ the rules for engaging with the media.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

STATEMENTS COMMON TO CD01- CD05	
Knowledge common to these competencies	
Awareness of: <ul style="list-style-type: none"> ○ current international and local best practice relating to emergency management. 	

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"> ○ set own goals to achieve objectives. ○ coach individuals. ○ participate in national exercises, multi-agency exercises within regions and desk top exercises. 	Awareness of: <ul style="list-style-type: none"> ○ current training and educational opportunities available. ○ the recruitment, training and retention strategy.

CD02 Training and education programmes are developed and delivered	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ provide on job training and mentoring. ○ support the development and delivery of education programmes for the community, stakeholders and volunteers. ○ share own knowledge and experience to inform the development of learning opportunities. 	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"> ○ participate in exercises to develop own response capability. ○ assist in the development and delivery of welfare training and exercises. ○ test and exercise SOPs and plans. ○ promote exercises to relevant welfare committees, WAGs, key stakeholders, community groups, and partner agencies. 	Knowledge of: <ul style="list-style-type: none"> ○ the principles of exercise planning and assessment. Awareness of: <ul style="list-style-type: none"> ○ training delivery methods.

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify opportunities for team members (including volunteers) to develop capability. ○ maintain standard operating practices. ○ recruit for roles to address turnover. ○ develop job descriptions for Welfare roles. 	<p>Awareness of:</p> <ul style="list-style-type: none"> ○ the 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"> ○ undertake regular reviews and checks of operations systems. ○ monitor welfare response and recovery activities to identify where improvements can be made. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ business continuity principles and organisation dependencies on other service providers.

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01- LD04

Knowledge common to these competencies

Knowledge of:

- team member strengths.
- 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.
- clearly articulate to different audiences why the CDEM vision is relevant to them.

Knowledge specific to this competency

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:

- mentor team members.
- ensure team buy-in to plans and procedures.
- resolve conflicts in a range of situations.
- involve others in planning, decision making and implementation efforts.
- provide clear direction when delegating tasks.
- provide constructive feedback.

Knowledge specific to this competency

Knowledge of:

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

KEY AREA 8: LEADERSHIP (LD)

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ communicate effectively with key stakeholders, team leaders and team members. ○ network with other teams and agencies proactively. ○ operate in a CIMS structure. ○ 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. ○ demonstrate stress management techniques. ○ facilitate/lead discussions to a meaningful outcome. ○ obtain cooperation through use of strong interpersonal skills. ○ effectively work through others to accomplish objectives. ○ analyse long term impacts of decisions. ○ clearly communicate consequences of actions/inactions. ○ contribute to legislation and framework changes. ○ provide professional, sound, evidence based advice to stakeholders. 	<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"> ○ communicate effectively in a range of situations. ○ lead a group of people. ○ demonstrate communication styles that recognise personal differences especially in regard to stressors. ○ demonstrate time management practices and principles. ○ maintain personal readiness. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ own stressors. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ own strengths, weaknesses and abilities.

