Civil Defence Emergency Management

Competency Framework Role Map

CDEM Cordination Centre - Logistics

Contents

Role Map Overview

About role maps

Role maps contain skill, knowledge and attribute statements for a specific CDEM role; in this case the functional area of Logistics in a Coordination Centre （CC）. 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 working in the functional area of CC Logistics may be required to know or do.

The information in a role map can be applied to inform the development of learning objectives, training, job descriptions etc. that are specific to CC Logistics.

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 work in CC Logistics and 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 perform a Logistics role in the CC.

Proficiency levels

The statements detailed in this role map are accompanied by the relevant proficiency level for different hierarchical levels within an CC Logistics team. The proficiency levels used are taken from the CDEM Competency Framework technical standard and are displayed below for easy reference:

Proficiency level	Description
3 Advanced expertise or significant leadership	Analyses and develops concepts and methods in the competency to guide own work and the work of others.
2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

Role Map Overview, continued

Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the 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.

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 KEY AREAS
Knowledge of: ○ the principles of comprehensive emergency management. ○ the response team's role and responsibilities within a CDEM organisation. ○ relevant SOPs. ○ CDEM terminology. ○ risks and hazards in the local area/region. **Awareness of:** ○ key documented arrangements such as MOUs and SLAs. ○ CDEM-related legislation. ○ roles and responsibilities of, and within, all CDEM organisations.

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

Knowledge statements common across the entire key area of Risk Management

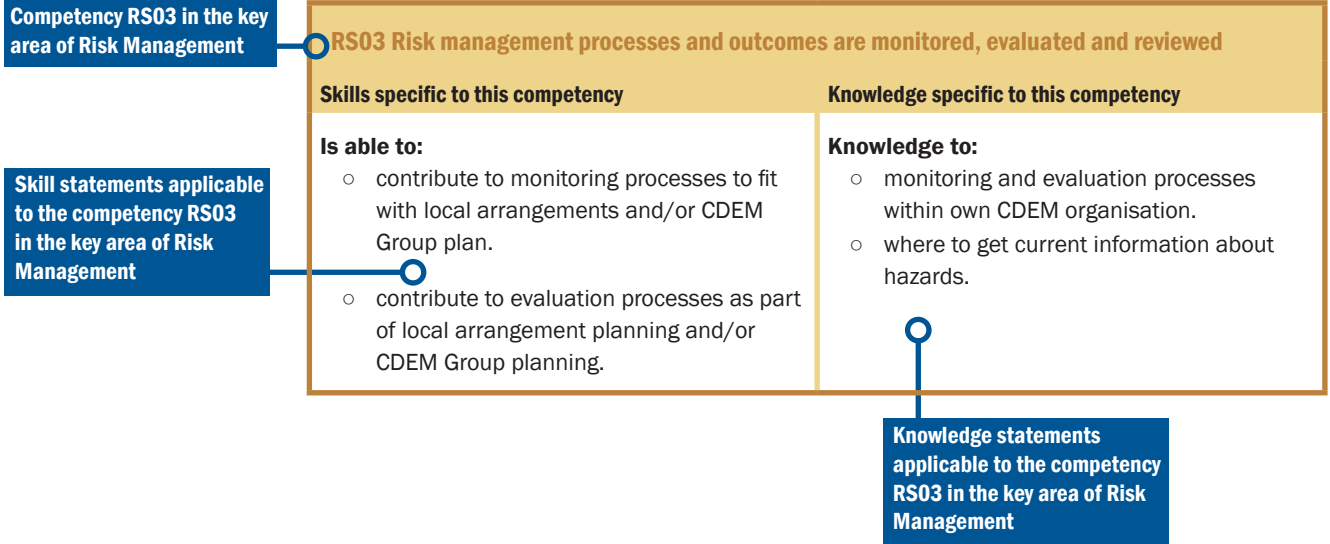| STATEMENTS COMMON TO RS01 - RS03 |
| --- |
| **Knowledge common to these competencies** |
| **Knowledge of:**
○ the New Zealand Hazardscape and the definition of hazards
○ the Health and Safety in Employment Act (1992)

Awareness of:
○ the principles of risk management |

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

Competency RS03 in the key area of Risk Management

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

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	
Skills specific to this competency	**Knowledge specific to this competency**
Is able to:	**Knowledge to:**
○ contribute to monitoring processes to fit with local arrangements and/or CDEM Group plan.	○ monitoring and evaluation processes within own CDEM organisation.
○ contribute to evaluation processes as part of local arrangement planning and/or CDEM Group planning.	○ 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
Ph 04 817 8583
Email MCDEMCapDev@dpmc.govt.nz

Coordination Centres - Logistics

Framework responsibilities:	Under the current CDEM arrangements as described by the CDEM Act 2002, the National CDEM Plan, the Guide to the National CDEM Plan and the National CDEM Strategy, there are certain responsibilities agreed by the CDEM sector. The Controller will direct and coordinate emergency operations from the Coordination Centre (CC). Staffing levels and resources should be sufficient to permit the centre to function smoothly and efficiently, irrespective of the duration of the emergency. Functional teams within an CC operate according to the principles of the Coordinated Incident Management System
Description of the functional area:	Logistics is responsible for providing facilities, materials, services and resources – including personnel – in support of the emergency. The CC Logistics function is responsible for providing administrative and health and safety support to the CC during an emergency. This function may also be responsible for CC catering, CC security and risk management, coordinating facility maintenance and staff welfare support.
Attributes	**Essential attributes (All practitioners)** ○ Demonstrates ability to manage own wellbeing in a pressured environment. ○ Demonstrates the ability to follow instructions and work unsupervised. ○ Has the ability to cope with stressful situations within a confused and rapidly changing environment. ○ Demonstrates confidence to work quickly and accurately when dissemination of information is time critical but the situation is unclear. ○ Demonstrates professionalism, and fosters professional behaviour in others. ○ Is reliable and able to be depended on. ○ Demonstrates the ability to see own role in relation to the wider operational context. **(Supervisory/experienced)** ○ Supports colleagues, and is collaborative ○ Fosters supportive and collaborative team environment, and shared ownership of activities and outcomes. ○ Is a strategic thinker with strong analytical skills and ability to see the 'big picture'. ○ Ability to think clearly and strategically under pressure. ○ Demonstrates leadership, and motivates others. ○ Demonstrates flexibility in a rapidly changing environment. ○ Is committed to a positive culture of collaboration and shared ownership of activities and outcomes in a multi-agency environment. **(Advanced/leadership)** ○ Demonstrates ability to establish credibility and gain confidence. ○ Maintains focus and clear purpose in a dynamic environment with multiple demands. ○ Is innovative and solutions-focused when problem solving.

Key documents and references for this role	o CDEM Group Plans and local arrangements o CDEM Act 2002. o National CDEM Strategy. o *The National CDEM Plan 2005.* o *The Guide to the National CDEM Plan.* o CDEM Group/Local Evacuation Plans. o Logistics standard operating procedures (SOPs).
Acronyms and abbreviations	o CC – Coordination Centre o CDEM – Civil Defence Emergency Management o CEG – Coordinating Executive Group o CIMS – Coordinated Incident Management System o ICT – Information and Communication Technology. o LA – Local Authority (a regional council or territorial authority – includes regional, city and district councils, and unitary authorities). o LTCCP – Long Term Council Community Plan o LWC – Local Welfare Committee o MCDEM – Ministry of Civil Defence & Emergency Management o MOU – Memoranda of Understanding o NCMC – National Crisis Management Centre o PIM – Public Information Manager o Sitrep – Situation Report o SLA – Service Level Agreement o SOPs – Standard Operating Procedures

Statements common to all key areas

STATEMENTS COMMON TO ALL EIGHT AREAS	Proficiency levels		
	1	2	3
Is able to:			
Maintain personal readiness.	✓		
Demonstrate understanding of the CDEM structure in New Zealand.	✓		
Escalate an issue to the appropriate person, when a resolution is important and requires other input.	✓		
Manage a team within the CC in order to achieve operation objectives and in accordance with standard operating procedures.		✓	
Apply understanding of the CDEM structure in New Zealand.		✓	
Prioritise tasks to ensure work outputs are timely and aligned to plans and response objectives.		✓	
Knowledge of:			
The CDEM Act.	✓		
CDEM terminology.	✓		
The principles of comprehensive emergency management.	✓		
The principles of the Coordinated Incident Management System.	✓		
Risks and hazards in the local area/region as detailed in Group and/or local plans.	✓		
Key documented arrangements such as Memoranda of Understanding (MOUs), and service level agreements (SLAs).	✓		
Relevant standard operating procedures.	✓		
CC response levels.	✓		
CC responsibilities	✓		
Provide direction and support.	✓		
Information collection, evaluation and display.	✓		
Coordination of agencies and operations.	✓		
Resource management.	✓		
Telecommunications.	✓		
Public information & warnings.	✓		
CC organisational structure.	✓		
Planning team structure	✓		
Key roles, functions and duties of partner agencies and organisations and local authorities under the CDEM Act.	✓		
Relevant CC Standard Operating Procedures (SOPs) which an individual must adhere to in order to undertake their role effectively and efficiently.	✓		
CDEM response planning process: action, contingency, long-term recovery		✓	
NZ Hazardscape and the definition of hazards as detailed in the National Hazardscape report.			✓
Arrangements such as Service Level Agreements and Memoranda of Understanding.			✓

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Awareness of:			
The New Zealand Hazardscape and the definition of hazards.	✓		
The Health and Safety in Employment Act (1992).	✓		
The principles of risk management.	✓		
Risks and hazards in the local area/region.	✓		
Emergency powers stated in the CDEM Act 2002 (particular s85 and s90) and when they come into effect.	✓		

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KEY AREA 1: RELATIONSHIP MANAGEMENT

RM01 Relationships with key individuals, partner organisations and communities are established	Proficiency levels		
	1	2	3
Is able to:			
Develop effective relationships within an organisation.	✓		
Establish and develop relationships with people and communities of other cultures.	✓		
Identify key individuals, partner organisations and communities to be engaged.		✓	
Establish understanding of key individuals', partner organisations and communities to be engaged.		✓	
Contribute to the identification of barriers to engagement and development of solutions to overcome barriers.		✓	
Identify and develop relationships with people in other organisations and agencies.		✓	
Engage with vendors and establish a source of supply of required resources.		✓	
Knowledge of:			
Key individuals in other organisations and agencies.		✓	
Potential key resource suppliers/vendors in the local area/region.		✓	

RM02 Established relationships are actively managed and sustained	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Clearly record understandings, commitments and expectations within relevant planning and procedural documentation	✓		
Champion the organisation to external partners and communities		✓	
Function Specific Statements			
Demonstrate effective time management in response to the current situation.	✓		
Document participation in activities in accordance with organisational requirements.	✓		
Create a forum or system for acknowledging individual and community contributions and successes.	✓		
Articulate and communicate views to a target audience.	✓		
Operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding.	✓		
Address issues of concern within a relationship in an appropriate manner.	✓		
Liaise with other function managers in the CC during a response/recovery operation.		✓	
Liaise with external stakeholders during a response/recovery operation.		✓	
Liaise with volunteer and personnel agencies.		✓	
Liaise with transportation providers.		✓	
Liaise with commercial cleaning suppliers (if available)		✓	

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Knowledge of:			
Information systems in own and other CDEM organisations.	✓		
Existing understandings, arrangements and agreements with partner agencies.	✓		
Awareness of:			
Function Generic Statements			
Current issues relevant to the relationships		✓	

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KEY AREA 2: INFORMATION MANAGEMENT

Statements common to IM01 - IM05	Proficiency levels		
	1	2	3
Is able to:			
Identify and apply the legislative requirements for gathering, storing, releasing and disposing of information.	✓		
Keep accurate and detailed records.	✓		
Describe and carry out tasks of the Logistics function in the CC during an emergency.	✓		
Identify and use the correct information systems and processes.	✓		
Operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios and perform basic fault finding.	✓		
Develop and maintain SOPs for a logistics team in accordance with organisational protocols		✓	
Knowledge of:			
Databases used for storing information such as plans, and standard operating procedures.	✓		
The Privacy Act (1993) principles.	✓		
Suitable systems and processes for information collection, collation, storage and distribution.	✓		
The CDEM organisation's information code of conduct.	✓		
How to operate communications systems (including telephones (cell and satellite), internet (fixed/mobile), radios) and perform basic fault finding.	✓		
Recovery concepts, processes and facilities.		✓	
CIMS logistics structures and processes		✓	
Logistics terms and processes.		✓	

IM01 Information needs are identified and understood	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Establish information requirements and sources in a timely manner	✓		
Function Specific Statements			
Source information as required.	✓		
Assess and prioritise received information.	✓		
Process and summarise information as required.	✓		
Identify operational information requirements.	✓		
Identify the purpose of the information and the outcomes required.		✓	
Identify audience(s) and determine their information needs.		✓	
Identify sources of information, including research, to meet the needs of the audience(s).		✓	
Prepare and deliver initial briefings for CC personnel.		✓	
Determine the nature of offered resources so that the offer is clearly understood.		✓	

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Knowledge of:			
Function Generic Statements			
The information needs of key stakeholders.	✓		
Function Specific Statements			
The CDEM organisation's information code of conduct.	✓		
Facility management terms and processes.		✓	
Awareness of:			
The objectives of the CDEM Group plan and associated contingency or supporting plans.	✓		
The hazards in the local area/region.	✓		

IM02 Information systems and processes are developed	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Maintain information systems to ensure they remain effective	✓		
Identify and use alternative information system, to a standard which supports effective working, when the primary systems are not operational	✓		
Function Specific Statements			
Identify and apply the legislative requirements for gathering, storing, releasing and disposal of information.	✓		
Identify and use alternative information systems when the primary systems are not operational.	✓		
Assist in the design of systems and processes to meet information needs.	✓		
Select systems and/or processes that match information requirements and are fit for purpose.		✓	
Design systems and processes to meet information needs maximising available resources.		✓	
Knowledge of:			
The local CDEM and organisation's information systems and processes.	✓		
Potential failures possible in existing information systems and how to address them	✓		
Alternative information systems to use when the primary systems are not operational.	✓		

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IM03 Systems and processes are applied to collect and maintain information	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Undertake analysis to identify and highlight gaps in information to support response objectives		✓	
Adapt to changing circumstances by monitoring and reassessing information requirements in a timely and regular manner		✓	
Function Specific Statements			
Evaluate an offer of assistance	✓		
Check the details of an offer of assistance	✓		
Obtain more details if the details of an offer of assistance are insufficient.	✓		
Conduct a proactive search for supply lines based on forecasted needs.	✓		
Capture details of resources.	✓		
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.	✓		
Identify and use the correct record keeping and information procedures in accordance with organisational protocols.	✓		
Keep a log of all activities, issues, and decisions.	✓		
Manage records during a response.	✓		
Operate specific information systems in accordance with regional and organisational requirements and standard operating procedures.	✓		
Interpret requests for assistance	✓		
Collect information regarding current and future resource status including resources that are allocated, available and on the way; unserviceable resources; and the establishment of emergency facilities.	✓		
Collect information to support assessment.	✓		
Contribute to the collation of information using systems and tools.	✓		
Regularly update information to maintain currency using developed processes and systems.	✓		
Collect information and assess it for relevance and reliability.		✓	
Collate information using systems and tools to fulfil the requirements of the situation, including within agreed timeframe.		✓	
Monitor and reassess information needs.		✓	
Task other logistics sub functions during an emergency.		✓	
Knowledge of:			
The situation reporting process used by the CDEM Groups, Local Authorities and the NCMC	✓		
Available and relevant information channels.	✓		
Different sources of information and how to determine their reliability and validity.	✓		

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IM04 Information is produced and disseminated	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Produce information that is fit for purpose: clear, concise, comprehensive, well-structured and in plain language	✓		
Identify and use a range of relevant tools to communicate information promptly and in the most usable format for the audience	✓		
Compile documents on complex matters that are clear, concise, well-structured, and translate technical information		✓	
Function Specific Statements			
Question, assess and analyse information	✓		
Prioritise information to produce and/or update a situation report.	✓		
Check the source and validity of information prior to dissemination.	✓		
Structure information to make it suitable for a range of purposes.	✓		
Identify and use a range of tools to communicate information (e.g. bulletin and display boards, log boards).	✓		
Interpret information and communicate or relay it effectively to all relevant parties.	✓		
Contribute to the evaluation of information.	✓		
Contribute to the identification of information gaps.	✓		
Conduct environmental scans to ensure a complete set of information.	✓		
Assist in the production of information in a form that is fit for purpose in a timely manner.	✓		
Summarise information clearly and concisely.	✓		
Disseminate relevant and current information to identified audiences.	✓		
Evaluate the validity and relevance of information.	✓		
Undertake analysis to identify and highlight gaps in information.	✓		
Produce information in a form that is fit for purpose in a timely manner.	✓		
Compile documents on complex matters that are clear, concise, well-structured, and translate technical information.		✓	
Knowledge of:			
Function Generic Statements			
Information flow systems and processes	✓		
Function Specific Statements			
The requirements for, and structure of, situation reports.	✓		
Prescribed organisational forms.	✓		
Organisation's timelines for information reporting.	✓		
Different sources of information and their reliability.	✓		

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IM05 Information systems and processes are evaluated	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Implement improvements to information systems and processes	✓		
Function Specific Statements			
Contribute to the monitoring and evaluation of information systems and processes.	✓		
Support the implementation of improvements to information systems and processes.	✓		
Apply monitoring and evaluation techniques to determine solutions to problems.		✓	
Conduct briefings and debriefings with team members using a standardised format to evaluate a response, identify and implement improvements to be made and take steps to remedy emerging issues.		✓	
Knowledge of:			
Standard briefing and debriefing processes.	✓		
The monitoring and evaluation processes within CDEM organisations.	✓		

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KEY AREA 3: RISK MANAGEMENT

Statements common to RM01 - RM03	Proficiency levels		
	1	2	3
Is able to:			
Specific vulnerabilities and at risk groups within communities.	✓		
Ensure every function contributes to the management of risk in the CC.	✓		
Apply effective risk management practices throughout the response facilities.	✓		
Knowledge of:			
The New Zealand Hazardscape and the definition of hazards.	✓		
The Health and Safety in Employment Act (1992).	✓		
Awareness of:			
The principles of risk management (as per AS/NZS ISO 31000:2009 Risk Management Standard).	✓		

RS01 Hazards and risks are recognised, understood and communicated	Proficiency levels		
	1	2	3
Is able to:			
Source data on hazards and risks, and community profiles.	✓		
Recognise hazards and their potential consequences in CCs and response facilities.	✓		
Demonstrate awareness of the social, economic, natural and built environments of communities.	✓		
Demonstrate understanding of hazards and their potential consequences.		✓	
Knowledge of:			
The potential consequences of the hazards in the local area/region.	✓		
Awareness of:			
The response and recovery roles and responsibilities of organisations working in or in conjunction with the CC.	✓		
The terminology used in natural hazards and lifeline utility areas.	✓		

RS02 Risk management is understood and applied	Proficiency levels		
	1	2	3
Is able to:			
Take the appropriate steps to eliminate, minimise or isolate identified risk(s).	✓		
Assess identified hazards for impact on logistics elements.	✓		
Ensure visitors are given health and safety information and CC visitor identification.	✓		
Identify and liaise with the correct function in the CC to deal with the risk.	✓		
Apply awareness of the elements of risk to risk analysis and evaluation (as per AS/NZS ISO 31000:2009 Risk Management Standard).	✓		

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	1	2	3
Communicate risk treatment options to the team clearly and concisely.		✓	
Apply understanding of the elements of risk to risk analysis and evaluation (as per AS/NZS ISO 31000 Risk Management Standard).		✓	
Knowledge of:			
How to isolate, eliminate and minimise risks at an incident site.	✓		
Key risks, risk controls and residual risk posed by hazard impacts on lifeline utilities.	✓		
Agency roles and functions in regard to managing hazards and risks.	✓		
Awareness of:			
Function Generic Statements			
The principles of risk management.	✓		
Function Specific Statements			
Communities and their vulnerabilities to local area/regional risks.	✓		
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	Proficiency levels		
	1	2	3
Is able to:			
Contribute to monitoring processes to fit with local arrangements and/or CDEM Group plan.	✓		
Contribute to evaluation processes as part of local arrangement planning and/or CDEM Group planning.	✓		
Knowledge of:			
Monitoring and evaluation processes within own CDEM organisation.	✓		
Where to get current information about hazards.	✓		

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KEY AREA 4: PLANNING

Statements common to PL01 - PL04	Proficiency levels		
	1	2	3
Is able to:			
Describe and carry out tasks of the Logistics function in the CC during an emergency.	✓		
Interact with a range of people (including cross functional groups and agencies) to complete planning activities.	✓		
Knowledge of:			
CDEM planning processes and documents (e.g Local, CDEM Group Plan and National CDEM Plan).	✓		
The principles of CIMS.	✓		

PL01 Purposes and objectives of plans are agreed and understood	Proficiency levels		
	1	2	3
Is able to:			
Create specific, measurable, achievable, realistic and time bound objectives for the purposes of planning logistic activities.	✓		
Explain what agency provides what services and how.	✓		
Establish and communicate functional objectives and priorities		✓	
Organise and facilitate effective meetings		✓	
Apply understanding of long-range issues and relationships.			✓
Knowledge of:			
The Logistics Manager's intentions for the function as it carries out its assigned tasks.	✓		
The Controller's intentions for the function.	✓		
Awareness of:			
Function Generic Statements			
The social, economic, natural and built environments of local communities	✓		
The higher political objectives the controller is working to		✓	

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PL02 Plans are developed, written and maintained in accordance with the agreed purpose and objectives	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Contribute to the development of CC action plans	✓		
Develop realistic options which clearly align to, and are able to deliver, the controller's intent		✓	
Write action plans using the prescribed format and structure		✓	
Modify plan to adapt to changing circumstances		✓	
Function Specific Statements			
Participate in the preparation of the incident action plan.	✓		
Anticipate Operations' likely requirements for supplies, services, materials and consumables.	✓		
Collect information and assess it for relevance and reliability.	✓		
Write plans, processes and procedures consistent with the principles of CIMS for the organisation to use during an emergency.		✓	
Plan for an extended emergency		✓	
Use planning skills to ensure methodical approach and outcomes		✓	
Plan how logistics will be organised in order to implement the incident action plan		✓	
Knowledge of:			
Function Generic Statements			
CDEM Action Plan processes being used by their CC	✓		
Function Specific Statements			
Planning partners to be engaged.	✓		
Planning requirements and considerations for an emergency response.	✓		
NZ geography.	✓		

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PL03 Plans are coordinated and integrated across all levels and partners	Proficiency levels		
	1	2	3
Is able to:			
Participate in the preparation of the incident action plan.	✓		
Anticipate Operations' likely requirements for supplies, services, materials and consumables.	✓		
Collect information and assess it for relevance and reliability.	✓		
Write plans, processes and procedures consistent with the principles of CIMS for the organisation to use during an emergency.		✓	
Plan for an extended emergency		✓	
Use planning skills to ensure methodical approach and outcomes		✓	
Plan how logistics will be organised in order to implement the incident action plan		✓	
Prepare contingency plans to ensure processes are in place to manage emergencies.		✓	
Knowledge of:			
Planning requirements and considerations for an emergency response.	✓		

PL04 Plans are evaluated and updated	Proficiency levels		
	1	2	3
Is able to:			
Evaluate and review the currency of SOPs	✓		
Apply monitoring and evaluation techniques to test and exercise SOPs and plans.	✓		
Analyse existing plans to determine any updates required.	✓		
Contribute to updating of plans, based on evaluations.	✓		
Undertake evaluation planning.		✓	
Evaluate plans to determine whether objectives have been met.		✓	
Evaluate the currency of the plan against changes in circumstances, and update plan accordingly.		✓	
Knowledge of:			
Standard briefing and debriefing processes	✓		
Monitoring and evaluation processes within CDEM organisations.	✓		
Evaluation and review processes.	✓		

Proficiency level	Description
3 Advanced expertise or significant leadership	Analyses and develops concepts and methods in the competency to guide own work and the work of others.
2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

KEY AREA 5: IMPLEMENTATION

Statements common to IP01 - IP05	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Perform under pressure in a manner which produces effective work	✓		
Adapt quickly to changing requirements, maintaining focus on timely and effective delivery of tasks required by your role	✓		
Make effective decisions with limited information and time	✓		
Develop and maintain Standard Operating Procedures which support personnel to deliver an effective response	✓		
Function Specific Statements			
Describe and carry out tasks of the Logistics function in the CC during an emergency.	✓		
Knowledge of:			
Function Generic Statements			
Relevant resilience and stress management practices	✓		
Function Specific Statements			
Within the assigned CC, the resources available, how it is operated, its role and responsibilities.	✓		
The Health and Safety in Employment Act (1992).	✓		
The logistics team's role and responsibilities within CIMs.	✓		
CIMS structures and processes.		✓	

IP01 Assigned CC roles are performed in accordance with existing plans and standard operating procedures	Proficiency levels		
	1	2	3
Is able to:			
Analyse given tasks to deliver the required outcome in an effective and timely manner	✓		
Analyse, implement and monitor relevant operational plans in a timely manner		✓	
Brief and task a team to implement a plan effectively		✓	
Function Specific Statements			
Demonstrate time management practices and principles.	✓		
Apply SOPs to perform CC logistics functions.	✓		
Ensure information about who is due to arrive in the CC is obtained and appropriate function/person is advised.	✓		
Ensure CC security is informed of all expected visitors.	✓		

Proficiency level	Description
3 Advanced expertise or significant leadership	Analayses and develops concepts and methods in the competency to guide own work and the work of others.
2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

Collect visitors from all CC entrances.	✓		
All access to the CC	✓		
Advise visitors to fill in the access register	✓		
Ensure visitors are given health and safety information and CC visitor identification.	✓		
Escort visitors to their destination in the CC (if required).	✓		
Ensure that the standard CC sign-out procedures are followed	✓		
Protect the interests of all CC personnel, agencies and organisations by ensuring effective due diligence in information collection, decision-making and implementation.		✓	
Monitor situations for risk exposure and ascertain probabilities and potential consequences of future incidents.		✓	
Advise the Controller on any safety issues.		✓	
Stop or modify any unsafe operations within or outside the scope of the CC, and notify the Controller of any action taken.		✓	
Describe CC logistics terms, concepts and structures.	✓		
Develop a communications plan	✓		
Coordinate donated goods and services.	✓		
Ensure radio, telephone and information technology are available and communications links are maintained.	✓		
Implement and monitor operational plans.		✓	
Apply understanding of the involvement and contribution of partner organisations in an emergency response, as per the CDEM Group Plan, the National CDEM Plan, and the CDEM Act 2002.		✓	
Apply understanding of the networks and supply chains in relation to specific sectors involved in the emergency, such as lifeline utilities, transport and welfare.		✓	
Describe and manage the process for Logistics in the CC during an emergency.		✓	
Distinguish between how agencies operate during peacetime and response.		✓	
Manage the Logistics function in the CC during an emergency according to SOPs.		✓	
Take responsibility for unassigned CC functions.		✓	
Demonstrate subject matter expertise in all roles within the function			✓
Knowledge of:			
Function Generic Statements			
CC functions, roles, relationships and processes	✓		
Function Specific Statements			
Prescribed organisation forms and information flow processes.	✓		
Responsibilities of the logistics function.	✓		
Warehousing and storage options in the local area/region and neighbouring regions.	✓		

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1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

	1	2	3
Shipping and receiving processes.	✓		
Suitable staging areas in the region/neighbouring regions.	✓		
Accommodation options in the local area/region.	✓		
Fleet/vehicle hire options in the local area/region.	✓		
Community resources.	✓		
Networks and supply chains in the CDEM Group region or local authority area.		✓	

IP02 Emergencies are managed in accordance with the scale of activity, existing plans and standard operating procedures	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Use SOPs to effectively coordinate with other agencies		✓	
Facilitate and manage functions in a stressful environment		✓	
Conduct briefings and debriefings with team members to evaluate a response, identify and implement improvements and remedy emergency issues		✓	
Function Specific Statements			
Evaluate and process requests for assistance.	✓		
Activate and operationalise the CC.	✓		
Activate and operationalise the communications centre.	✓		
Implement a centre for volunteers.	✓		
Coordinate transportation needs of CC staff.	✓		
Contribute to the establishment and implementation of CC functions.	✓		
Demonstrate understanding of multi-agency coordination systems.	✓		
Multi-task under pressure.	✓		
Identify surge and escalation points and implements contingent staffing to maintain capability.		✓	
Identify and address critical vulnerabilities and gaps in capability.		✓	
Mobilise a civilian force		✓	
Give clear and concise advice to the Controller		✓	
Demonstrate analytical thought processes		✓	
Acquire other necessary emergency facilities (welfare centres, staging areas etc)		✓	
Provide/acquire services, personnel, equipment and materials		✓	
Monitor and evaluate the logistic team's effectiveness.		✓	

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	1	2	3
Develop a master shift schedule for the CC.		✓	
Describe and manage the process for mass evacuation in the CC during an emergency		✓	
Knowledge of:			
Supply change concepts and terminology	✓		
CC concepts and staging areas.	✓		
How CDEM Groups handle logistics	✓		
Response impacts on recovery.	✓		
Phases of evacuation	✓		
Warning methodologies	✓		
Plans of available resources before and after an emergency event	✓		
Evacuation concepts, processes and facilities		✓	

Proficiency level	Description
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2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

IP03 Human resources are managed in order to achieve maximum effectiveness	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Assess the human resources requirements and availability for the scale of the activity, and structure accordingly		✓	
Identify alternative sources of staff to maintain a consistent standard of delivery		✓	
Monitor the performance of individual team members and resources, and take any remedial action required		✓	
Resolve conflicts, confrontations and disagreements in a high pressure situation to minimise negative personal and organisational impacts		✓	
Function Specific Statements			
Adhere to internal and national human resource standards and practices.	✓		
Support the identification of competencies required and suitable human resources for specific tasks.	✓		
Contribute to team goal setting and problem solving.	✓		
Encourage and support participation of volunteers.	✓		
Prioritise tasks for the logistics function.		✓	
Task other logistics sub functions during an emergency.		✓	
Provide clear direction when assigning a staff member a task.		✓	
Manage work flow and resourcing		✓	
Scale up and down the logistics function depending on the situation		✓	
Identify, appoint and register staff with the relevant skills to positions within the logistics team.		✓	
Demonstrate an understanding of the current demands on staff.		✓	
Match skills to the demand of the situation		✓	
Consider alternate sources of staff resourcing		✓	
Identify the least number of staff required for the logistics function.		✓	
Ensure that staff have the resources they require to complete assigned tasks.		✓	
Delegate tasks.		✓	
Monitor staff wellbeing.		✓	
Set minimum standards of performance for individual team roles.		✓	
Assist in the recruitment, appointment and disciplinary processes of team members		✓	
Provide feedback to manage team performance against agreed standards		✓	
Manage HR protocols/procedures within the team.		✓	

Proficiency level	Description
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1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

Task / Competency	1	2	3
Operate and maintain the logistics team over a period of time.		✓	
Arrange and supervise clerical staff for the CC.		✓	
Request staff resource via the CC.		✓	
Ensure that there is adequate first aid and fire warden cover on each shift.		✓	
Monitor staff for frequency of shift duty (and replace if required).		✓	
Develop the CC roster.		✓	
Receive requirements for the CC roster.		✓	
Contacts families and dependents on behalf of CC staff.		✓	
Arranges respite care for CC staff families (when required).		✓	
Provides advice to staff about the Employee Assistance Programme		✓	
Arrange and supervise clerical staff for the CC		✓	
Operate and maintain the facility management team over a period of time.		✓	
Manage HR protocols/procedures within the team.		✓	
Knowledge of:			
Function Generic Statements			
Conflict management processes and support tools	✓		
Function Specific Statements			
The limits of staff resourcing	✓		
The roster system used in the CC.	✓		
HR procedures, roles and policies.	✓		
The implications of the Logistics Manager's priorities for the function.		✓	
Skills sets of staff required for the logistics function.		✓	
The implications of the Controller's priorities for the function.		✓	
Awareness of:			
Function Generic Statements			
The potential impacts on families of CC staff involved in the emergency response and/or recovery activities	✓		
Human resources procedures, roles and policies	✓		

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IP04 Physical resources (facilities, vehicles, equipment etc.) are sourced, operated and maintained in order to achieve maximum effectiveness	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Assess the physical resource requirements and source them in a timely manner using designated procedures		✓	
Function Specific Statements			
Provide clerical support including photocopying, typing, record keeping, operation of communications equipment (radios, telephones and computers).	✓		
Return facilities to their original state after use.	✓		
Ensure there is a constant supply of access register pages, health and safety information, visitor identification tags and stationery for the CC.	✓		
Monitor and order stationery stocks (if required).	✓		
Acquire resources not provided through Operations.	✓		
Coordinate delivery of supplies and materials.	✓		
Provide facilities for the response effort.	✓		
Equip facilities to meet operational needs.	✓		
Provide food and refreshment services for the CC.	✓		
Establish and maintain security measures to secure all provided facilities.	✓		
Assess availability of resources.	✓		
Coordinate air transport needs with Operations.	✓		
Liaise with transportation providers.	✓		
Coordinate the return of transportation resources.	✓		
Establish availability of resources with suppliers.	✓		
Identify potential alternative resources to meet task requirements.	✓		
Engage with suppliers to find resources.	✓		
Complete a delivery task.	✓		
Identify, determine and source physical resource requirements to meet the organisational needs.	✓		
Operate facilities and equipment according to standard operating procedures.	✓		
Allocate physical resources in a timely manner according to prescribed policies and standard operating procedures.	✓		
Ensure accuracy of travel/accommodation arrangements and process travel/accommodation requests.	✓		
Seek approval for staff travel/accommodation options.	✓		

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Liaise with commercial cleaning suppliers (if available)		✓	
Develop roster for cleaning (if suppliers are unavailable).		✓	
Ensure a supply of petty cash and petty cash procedures are followed.		✓	
Facilitate catering for the CC.		✓	
Oversee the use and maintenance of CC equipment and facilities.		✓	
Test and maintain physical resources.		✓	
Engage with vendors and establish a source of supply of required resources.		✓	
Effect procurement		✓	
Provide work instructions (if required) to the Staging Area Manager.		✓	
Secure funding for physical resources to meet requirements, ensuring effective outcomes.		✓	
Review currency and effectiveness of physical resources and makes recommendations for improvements or replacements.		✓	
Identify supply lines		✓	
Apply knowledge of the capacity/capability of welfare call centres in an emergency.		✓	
Describe and manage the process for resource coordination in the CC during an emergency.		✓	
Discern individual vendor requirements.		✓	
Negotiate with individual vendors.		✓	
Manage of the T-card system		✓	
Arrange resources with vendors.		✓	
Estimate future service and support requirements including the structural (ie additional logistics elements), managerial, and physical.		✓	
Secure resources as existing resources are expended.		✓	
Maintain accountability of resources.		✓	
Identify and manage resource needs and constraints.		✓	
Describe how welfare centres are serviced, their composition and how they are run.		✓	
Acquire and arrange transportation resources.		✓	
Coordinate with Planning, Intelligence and Operations Managers the status of transportation routes.		✓	
Knowledge of:			
Welfare centre operations in emergencies.	✓		
The T-Card system, its purpose, standard operating procedures and guidelines for use.	✓		
Vendor types, capabilities and products.		✓	

IP05 Financial management processes are implemented and funds allocated	Proficiency levels		
	1	2	3
Is able to:			
Record and process expenditure during an incident or emergency.	✓		
Apply organisational policies for emergency supply and purchase.	✓		
Create and issue purchase orders for emergency supply and purchase.	✓		
Identify high cost resources and cost-saving measures.		✓	
Knowledge of:			
Organisation policies for emergency supply and purchase.	✓		
Financial management processes.	✓		
Vendor payment systems.	✓		
Purchase orders, invoices and addressing.	✓		
CDEM arrangements for government financial support.		✓	

KEY AREA 6: COMMUNICATION

Statements common to CM01 - CM04	Proficiency levels		
	1	2	3
Is able to:			
Communicate clearly in both verbal and written forms.	✓		
Communicate effectively with key stakeholders, emergency management staff, CC functional managers and team members.	✓		
Knowledge of:			
Public Information management protocols and procedures.	✓		
CDEM organisation's protocols for working with the media.	✓		

CM01 Effective communication with partners and communities is achieved at all levels and across all functions of CDEM	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Resolve conflict in a constructive manner	✓		
Function Specific Statements			
Listen actively in a two-way conversation.	✓		
Communicate effectively with people from a range of cultures, partner agencies and communities.	✓		
Prepare written material using appropriate formats and technical standards.	✓		
Communicate effectively with vendors.	✓		
Receive and forward telephone calls to the appropriate function/person	✓		
Create an maintain an internal list of who is sitting at which telephone extension in the CC.	✓		
Communicate effectively with vendors.	✓		
Prepare a logistics communications plan for the event that: ○ identifies any communications needs ○ identifies the types of equipment needed ○ identifies the personnel to set up and operate the equipment ○ assigns communication frequencies and contact numbers.	✓		
Lead consultation across own organisation and appropriate partner agencies.		✓	
Demonstrate understanding of media priorities and operating principles.		✓	
Give clear and concise advice to the Controller		✓	
Communicate the common operating picture for the Logistics function to prevent overlap and duplication.		✓	

Proficiency level	Description
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	1	2	3
Ensure open communication between logistics team members.		✓	
Provide feedback on HR issues and their management to the Logistics Manager or Control function.		✓	
Facilitate/lead discussions to a meaningful outcome.		✓	
Awareness of:			
Function Specific Statements			
Purpose and objectives of communication	✓		

CM02 CDEM public education/risk communication programmes are developed to support community readiness and risk reduction	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Communicate controversial or sensitive information tactfully	✓		
Function Specific Statements			
Communicate with the appropriate agency, partner organisation and community to support public education.	✓		
Knowledge of:			
Existing public education programmes within local area/region.	✓		

CM03 Public information messages are developed and disseminated during response and recovery	Proficiency levels		
	1	2	3
Is able to:			
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.	✓		
Knowledge of:			
PIM protocols and procedures.			
Hazard and threat advisory and warning procedures and protocols.	✓		
Awareness of:			
Function Generic Statements			
PIM processes and protocols for the release of public information and media management	✓		
Function Specific Statements			
Hazard and threat advisory and warning procedures and protocols.	✓		

Proficiency level	Description
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1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

CM04 Media are engaged in public information management and public education	Proficiency levels		
	1	2	3
Is able to:			
Accurately apply prescribed media engagement protocols during a response.	✓		
Knowledge of:			
The rules for engaging with the media.	✓		
Basic media requirements.	✓		

KEY AREA 7: CAPABILITY DEVELOPMENT

Statements common to CD01 - CD05	Proficiency levels		
	1	2	3
Knowledge of:			
The principles of CIMS	✓		
Awareness of:			
Unit standards and the NZQA Framework.	✓		

CD01 Capability development opportunities are actively sought and undertaken	Proficiency levels		
	1	2	3
Is able to:			
Set own goals to achieve objectives.	✓		
Recognise personal and professional development needs.	✓		
Take personal responsibility for developing own capability.	✓		
Identify and participate in relevant training and education opportunities.	✓		
Seek learning opportunities through participation in emergencies, exercises, and reflective practice.	✓		
Keep abreast of new developments in emergency management practices.	✓		
Identify the skill gaps within the CC logistics team		✓	
Identify the training needs and suitable training solutions to address skill gaps within an CC logistics team		✓	
Knowledge of:			
Current training and educational opportunities available.	✓		
The organisation's recruitment, training and retention strategy.	✓		

CD02 Training and education programmes are developed and delivered	Proficiency levels		
	1	2	3
Is able to:			
Develop and support volunteers to assist in CC Logistics.	✓		
Contribute to needs analysis to identify gaps in knowledge and skills.	✓		
Support the delivery of effective training and education to CDEM partners.	✓		
Train individuals in the use of available equipment.		✓	
Monitor team skills and training and address skill gaps.		✓	
Recognise and develop the capabilities of logistics team members.		✓	
Complete training needs analysis of an individual or a team and develop a training plan.		✓	
Provide on job training, coaching and mentoring.		✓	

Proficiency level	Description
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2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

CD03 CDEM exercises are developed and carried out	Proficiency levels		
	1	2	3
Is able to:			
Contribute to the planning and development of basic exercises relating to CC logistics operation.	✓		
Participate in exercises to develop own response/recovery capability.	✓		
Contribute to needs analysis to determine exercise objectives.	✓		
Evaluate CDEM exercises against exercise objectives.	✓		
Develop exercise scenarios and resources that meet exercise objectives.		✓	
Knowledge of:			
The principles of exercise planning and assessment.	✓		
Training delivery methods.	✓		

CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Identify and provide opportunities (including mentoring and coaching) for the team and team members to develop capability		✓	
Function Specific Statements			
Set goals to achieve objectives.	✓		
Contribute to development needs analysis of staff and volunteers to identify gaps in organisational capability.	✓		
Support the provision of opportunities for individuals to undertake their roles competently.	✓		
Provide opportunities (including mentoring, coaching) for the team and team members to develop capability.		✓	
Capitalise on the strengths in the team.		✓	
Awareness of:			
Volunteer management strategies.		✓	

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CD05 Organisational capability is monitored and evaluated	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Contribute to the evaluation of CDEM exercises against objectives	✓		
Monitor and evaluate team performance		✓	
Function Specific Statements			
Contribute to organisational monitoring and reviews to identify gaps in capability.	✓		
Implement changes to improve CDEM organisational capability across all 4Rs.		✓	
Monitor team's training and response activities to identify where improvements can be made.		✓	
Identify and communicate gaps in organisational capability.		✓	
Awareness of:			
Monitoring and evaluation processes of the CDEM organisation.	✓		

Proficiency level	Description
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KEY AREA 8: LEADERSHIP

Statements common to LD01 - LD04	Proficiency levels		
	1	2	3
Knowledge of:			
Explain own and organisation's role in relation to the CDEM vision.	✓		
Contributes to the development of a shared vision and direction for CDEM.	✓		
Promote the vision, goals and strategy within the CC.		✓	
Team member strengths.	✓		
Leadership and motivational techniques.	✓		

LD01 A CDEM vision is developed and articulated	Proficiency levels		
	1	2	3
Is able to:			
Explain own and organisation's role in relation to the CDEM vision.	✓		
Contributes to the development of a shared vision and direction for CDEM.	✓		
Promote the vision, goals and strategy within the CC.	✓		

LD02 An environment is created that empowers others to act and succeed	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Encourage people to use their initiative, acknowledging that mistakes may occur		✓	
Assign tasks and responsibilities to fit with team strengths		✓	
Proactively manage team workload		✓	
Function Specific Statements			
Resolve conflicts in a range of situations.	✓		
Address unforeseen issues effectively as required.	✓		
Provide constructive feedback.	✓		
Contributes positively to team morale	✓		
Demonstrates drive and enthusiasm when participating in activities.	✓		
Fosters a sense of responsibility in others.		✓	
Delegates responsibilities as appropriate and required.		✓	
Supports development of colleagues and peers through such activities as coaching, mentoring, and exchange of ideas.		✓	

Proficiency level	Description
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2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

	1	2	3
Mentor team members		✓	
Provide clear direction when delegating tasks.		✓	
Understand the current workload of the logistics function and how it may change in the future.		✓	
Manage the process of conflict resolution within and across CC functions.			✓
Perform conflict resolution.			✓
Awareness of:			
Team/group dynamics and how they manage them effectively.		✓	
Task and role requirements.	✓		
The process for conflict resolution.	✓		

LD03 Leadership is demonstrated through strategic decision making that influences others and drives change	Proficiency levels		
	1	2	3
Is able to:			
Function Generic Statements			
Make informed, effective and timely decisions based on all available information and analysis	✓		
Analyse long term impact of decisions		✓	
Function Specific Statements			
Operate in a CIMS environment.	✓		
Demonstrate the principles of professional leadership.	✓		
Commit to, support and align actions and behaviours to the CDEM vision and direction.	✓		
Demonstrate innovation when seeking solutions.	✓		
Contribute constructively to change by challenging assumptions and seeking solutions.	✓		
Demonstrate awareness of the implications of decisions made.	✓		
Demonstrate ability to think strategically.		✓	
Encourage innovation when seeking solutions.		✓	
Drive change by constructively challenging assumptions and seeking solutions.		✓	
Demonstrates understanding of the implications of decisions made.		✓	
Make informed, decisive and timely decisions based on all available information and analysis.		✓	
Interpret and balance process and reporting requirements versus team needs.		✓	
Support team members to manage their wellbeing and stress levels in a pressure situation.		✓	
Facilitate/lead discussions to a meaningful outcome.		✓	

Proficiency level	Description
3 Advanced expertise or significant leadership	Analyses and develops concepts and methods in the competency to guide own work and the work of others.
2 Supervisory or experienced	Understands and applies advanced concepts and methods required of the competency. May not require coaching or supervision.
1 All practitioners	Is aware of the concepts and methods required of the competency and is able to contribute.

Knowledge of:	1	2	3
Function Generic Statements			
The implications of decisions made	✓		
Function Specific Statements			
Decision making processes.	✓		
Stress management principles and techniques.	✓		
Incident action plan operational tasking.		✓	

LD04 Leadership is demonstrated through professional conduct and effective self-management	Proficiency levels		
	1	2	3
Is able to:			
Communicate effectively in a range of situations	✓		
Lead a group of people.	✓		
Identify and employ coping mechanisms to manage own wellbeing.	✓		
Demonstrate communication styles that recognise personal differences especially in regard to stressors.	✓		
Demonstrate effective time management practices and principles.	✓		
Display willingness and ability to review, reflect on, and adapt behaviour.	✓		
Contribute positively to team morale.	✓		
Listen actively and is receptive to alternative viewpoints.	✓		
Monitor own stress levels and take appropriate action to minimise impact on self and others.	✓		
Evaluate own capability and identify areas for development.	✓		
Operate in accordance with organisational and professional ethics.	✓		
Represent the organisation in a way which maintains reputation and credibility.	✓		
Monitor staff welfare and provide support.	✓		
Able to identify and intervene when staff require support.	✓		
Knowledge of:			
Own stressors.	✓		
Own strengths, weaknesses and abilities.	✓		
Individuals' responsibilities for managing own wellbeing	✓		
The potential impacts on families of emergency staff involved in emergency response and/or recovery activities.		✓	

Proficiency level	Description
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Awareness of:			
Potential for conflict when someone's business as usual manager is reporting to them.	✓		
How people operate in a crisis environment and how it may be different from how they operate in business as usual.	✓		

Proficiency level	Description
3 Advanced expertise or significant leadership	Analyses and develops concepts and methods in the competency to guide own work and the work of others.
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