



California Emergency Services Association(CESA)

Emergency Management Competency Framework
Emergency Manager Role Map
DRAFT Version 1-September 2015

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Role Map Overview

About role maps

Role maps contain skill, knowledge and attribute statements for a specific emergency management role; in this case the role of an **Emergency Manager (EM)**. These statements detail what 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 CESA Competency Framework, reinforcing the integrated nature of the competencies.

About this role map

It is important to note that this role map covers *everything* that a person appointed as an EM may be required to know or do. Agencies may differ in terms of expectations and responsibilities of individuals based on needs and resources.

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

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 an EM 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 an EM.

Levels of knowledge

The knowledge statements in the role map describe what a person needs to know in order to perform the EM 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 analyze and apply 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 to dip in and out of 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 Manager. the response team's role and responsibilities within a CESA organization. relevant SOPs. CESA 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. CESA-related legislation. roles and responsibilities of, and within, all CESA organizations. 	

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 	
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 color-coded tables based upon the color scheme adopted in the CESA 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:
<ul style="list-style-type: none"> contribute to monitoring processes to fit with local arrangements and/or CESA Group plan. contribute to evaluation processes as part of local arrangement planning and/or CESA Group planning. 	<ul style="list-style-type: none"> monitoring and evaluation processes within own CESA organization. where to get current information about hazards.

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

Emergency Manager (EM)

Description of role

This role is focused on building community resilience through enhancing operational capability and the community's ability to cope with emergencies, coordinating an effective response and ensuring the best possible recovery. This is achieved through a broad range of EMs achieve this by undertaking a broad range of mitigation, preparedness, response & recovery activities including:

- Preparing plans, policies and procedures.
- Preparing and delivering public education programs.
- Fostering strong relationships with personnel responsible for emergency management within local authorities, emergency services, utilities, and other key stakeholders and partner agencies.

This role map describes all the possible skill and knowledge statements relevant to an EM, however, the responsibilities of EMs across regions and organisations will differ. For example, the expectations and responsibilities placed on a newly appointed, inexperienced EM will be different to those of an experienced EM who was appointed into a senior EM role.

The role expectations may also be influenced by the size of the EM team. It is the responsibility of the employing organization and CESA Groups to identify and prioritise the skills, knowledge and attributes in this role map for their EMs.

Key documents and references for this role

California Emergency Services Act
Title 19 CCR SEMS Regulations
California State Emergency Plan
California Disaster Assistance Act
Robert T. Stafford Act
National Response Framework
National Recovery Framework
Current Homeland Security Directives
Local Emergency Ordinances
California Emergency Management Competency Framework

Attributes

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

Essential attributes:

- Supports colleagues, and is collaborative.
- Demonstrates the ability to see own role in relation to the wider operational context.
- Demonstrates professionalism, and fosters professional behavior in others.
- Is solutions-focused when problem solving.
- Demonstrates leadership, and motivates others.
- Fosters a collaborative and supportive team environment, and shared ownership of activities and outcomes
- Fosters an environment of continuous learning.
- Demonstrates willingness to collect, document, and reference key information defining activities, understandings, decisions and outcomes.
- Demonstrates ability to plan and prioritize workload and maintain focus in a wide-ranging role.

Desirable attributes:

- Demonstrates ability to manage own well being in a high pressure environment.
- Demonstrates the ability to follow instructions and work unsupervised.
- Demonstrates commitment to ongoing personal and professional development.
- Demonstrates ability to reflect on own performance, recognizing own abilities and limitations.
- Demonstrates flexibility and is open to new ideas.
- Is reliable and able to be depended on.
- Is respectful of cultural and ethical differences.
- Demonstrates empathy and willingness to understand and respect others needs.
- Is self motivated.
- Is respectful of the ideas of others at all times.
- Is goal and outcome oriented.

Statements common to all key areas

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

STATEMENTS COMMON TO ALL KEY AREAS

- the principles of comprehensive emergency management.
- key roles, functions and duties of partner agencies, organizations, local authorities and lifelines.
- the EM's role and responsibilities within their own organization.
- relevant legislation at the state and federal level.
- key documented arrangements, such as MOU's
- relevant SOPs.
- the principles of integrated risk management.

KEY AREA 1: RELATIONSHIP MANAGEMENT (RM)

STATEMENTS COMMON TO IM01- IM05

Skills common to these competencies

Is able to:

- effectively communicate and develop relationships with a diverse range of people, adapting style to suit the audience.
- establish and develop relationships with people within the CESA sector.
- establish and develop relationships with people in other organizations and agencies at all levels.
- speak confidently in public.
- listen actively in conversation.
- operate communications systems (including satellite and mobile telephones, internet, radios).
- articulate and communicate views to a target audience using language and media appropriate to that audience.
- recognize potential for political and cultural implications of issues, and apply strategies to escalate or deescalate them.

Knowledge common to these competencies

Knowledge of:

- general theory and practice for managing emergencies at the community level.

Awareness of:

- the cultural diversity within communities in local area, and what this may mean for fulfilling organization’s role and functions.

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

Skills specific to this competency

Is able to:

- identify key stakeholders, community groups and partner agencies, and build relationships with them to support the achievement of CESA outcomes.
- develop effective relationships within own organization that help build consistent, supportive relationships with partner agencies and communities.
- clearly articulate to different audiences how CESA is relevant to them.
- demonstrate a range of networking practices.
- establish and maintain strong networking channels with community groups.
- arrange Mutual Aid Agreements and MOU for response activities.

Knowledge specific to this competency

Knowledge of:

- key individuals and roles in CESA and partner organizations within local area/region.
- key individuals and business/service groups that can support fostering relationships with the business sector.
- key individuals within CESA Group and own organization who will contribute to CESA activities across the 4Rs.
- key individuals within own organization who can support or foster relationships with the community.
- relevant advisory groups.

RM02 Established relationships are actively managed and sustained

Skills specific to this competency

Is able to:

- clearly record understandings, commitments and expectations within relevant planning and procedural documentation.
- articulate and communicate information to a range of target audiences.
- document participation in activities in accordance with organizational requirements.
- engage within organizational protocols with senior local government elected members, executive management, and the media to promote recognition of individuals within organizational protocols.
- address issues of concern or conflict within a relationship in an appropriate manner.
- evaluate responses to community surveys and respond to needs identified.
- identify effective means to formalize and sustain relationships with partner agencies.
- negotiate formal arrangements, such as MOUs and Mutual Aid Agreements, with other agencies.
- create a forum or system for acknowledging individual and community contributions and successes.

Knowledge specific to this competency

Knowledge of:

- existing understandings, arrangements and agreements with partner agencies.
- local, regional and national media roles and relationships.
- contemporary conflict resolution tools.

KEY AREA 2: INFORMATION MANAGEMENT (IM)

STATEMENTS COMMON TO IM01- IM05

Skills common to these competencies

Is able to:

- conduct effective hand over briefings, operational briefings and debriefings in accordance with organizational processes and industry best practice.
- use relevant software applications, such as the Microsoft Office suite (Outlook, Word, PowerPoint and Excel).
- use the organizations emergency management and GIS software packages and applications.
- identify and apply the legislative requirements for gathering, storing, releasing and disposing of information.
- keep accurate and detailed records.
- apply SEMS principles, processes and tools.

Knowledge common to these competencies

Knowledge of:

- databases used for storing information such as plans, and SOPs.
- California Constitutional Right to Privacy and related statutes.
- Federal Privacy Laws
- State and federal public disclosure laws including the California Public Records Act and the federal Freedom of Information Act
- the information needs and information flow processes of the EOC
- organisational protocols and policies associated with information use (including use of own organisation's logo).
- suitable systems and processes for information collection, collation, storage and distribution.
- standard briefing and debriefing processes.

IM01 Information needs are identified and understood

Skills specific to this competency

Is able to:

- identify the range of audiences and what information is relevant to each audience.
- conduct or coordinate community impact assessments to establish needs and demands.

Knowledge specific to this competency

Knowledge of:

- how information needs may vary across the 4Rs of comprehensive emergency management.
- the employing organization's information code of conduct.
- the relevant EOC processes and SOPs.
- the potential sources of operational information.
- information/intelligence needs of responding organizations.
- the Intelligence Cycle.
- *Working from the Same Page: Consistent Messages for CESA* (MCDEM).

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 information management in accordance with organizational 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. ○ operate a radio in accordance with radio communication protocols. ○ operate all other communications equipment in accordance with organizational requirements and SOPs. ○ establish efficient communication channels to disseminate information. ○ develop monitoring systems and procedures to track developing emergencies. ○ create and/or implement an effective paper based system to run in any event in case of communications failures. ○ advise on CESA requirements to support the introduction and upgrade of information system technologies. ○ support the organization's GIS database of key infrastructure and locations. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the local CESA and own organization's information systems and processes. ○ planning requirements. ○ plans of available resources before and after incidents. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the ongoing developments of information systems and processes used in CESA. ○ potential failures in existing systems and how to address them. ○ available communications systems for the transfer of data and information to inform system and process development

KEY AREA 2: INFORMATION MANAGEMENT (IM)

IM03 Systems and processes are applied to collect and maintain information

Skills specific to this competency

Is able to:

- adapt to changing information requirements by assessing and prioritizing information.
- collect, interpret, assess for relevance and importance, and use information from a range of sources and in a range of situations, and communicate it effectively to relevant parties.
- analyze information to determine the scale of an event.
- identify and use the correct record keeping and information procedures in accordance with organizational protocols.
- monitor and maintain website information, contact lists (including lifelines), registers and meeting calendars, to ensure currency and accuracy.
- maintain an effective paper-based system to run any event in case of communication failures.
- create and maintain an issues register and 'to do' lists to ensure staff are aware of issues and all actions are undertaken.

Knowledge specific to this competency

Knowledge of:

- the situation reporting process
- available and relevant information channels.
- different sources of information and how to determine their reliability and validity

IM04 Information is produced and disseminated

Skills specific to this competency

Is able to:

- 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).
- demonstrate time management practices and principles.
- write clear, concise and unambiguous messages.
- operate communications and satellite systems, emergency management PABX system, electronic information system and a paper based information system to their full potential
- prepare status updates and circulate to relevant networks.
- facilitate information flow in/out/within the EOC/ECC.

Knowledge specific to this competency

Knowledge of:

- information flow processes used by MCDEM, CESAGroups, Local Authorities and own organization.
- the situation reporting process used by MCDEM, the CESAGroups, Local Authorities, and own organization.
- engagement time frames for different incidents.
- prescribed organizational forms.
- organisation's time lines for information reporting.
- current operational information requirements.

IM05 Information systems and processes are evaluated

Skills specific to this competency

Is able to:

- maintain SOPs in accordance with organizational and legislative requirements.
- analyze existing material to determine any updates required.
- evaluate processes and systems and update if required.
- apply monitoring and evaluation techniques to identify issues and possible solutions.

Knowledge specific to this competency

Knowledge of:

- monitoring and evaluation processes within CESA and own organization.

Awareness of:

- local, national and any international effects of emergency over the short, medium, and long term.

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"> ○ risks and hazards in the local area/region. ○ communities and their vulnerabilities to local area/regional risks. ○ the planning framework under the CDEM Act (and its relationship to other planning processes for managing hazards and risks). ○ the <i>National Hazardscape Report</i> and the definition of hazards. ○ The Risk Management Standard (ISO 31000) and 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"> ○ facilitate processes for gathering known information on hazards and risks within local area/region. ○ facilitate processes for determining specific vulnerabilities and at-risk groups within local area/region. ○ use or task, appropriate technologies and methodologies for documenting and displaying hazards and risks (e.g. GIS, and likelihood and damage scales). ○ identify priorities for, and commission research into hazards and risks to further understand them. ○ facilitate processes for developing a consensus risk profile for the area/region among CESA organizations. ○ ○ facilitate processes to analyze and prioritize risks within communities and across the respective district, area, or region. ○ establish multiple means to effectively communicate findings to key decision-makers, interest groups, specific communities and the public. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ how information about risks and hazards is best communicated to the public. <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.

KEY AREA 3: RISK MANAGEMENT (RS)

RS02 Risk management is understood and applied	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ prepare risk profiles. ○ assess identified hazards for impact on business continuity. ○ identify and liaise with agencies responsible for dealing with specific hazards and their consequences. ○ advocate strategies for integrating and aligning risk reduction objectives and methods across all statutory and related planning processes and instruments in the area/region. ○ oversee incorporation of reduction, readiness, response and recovery objectives into CESA group and partner agencies' emergency management planning. ○ facilitate processes for establishing existing risk controls across the 4Rs. ○ facilitate processes for establishing additional risk treatment objectives and methods across CESA partner agencies. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ key legislation and their planning instruments, associated codes and regulations for managing hazards and risks. ○ agency roles and functions in regard to managing hazards and risks. ○ communities' vulnerabilities to hazards and risks, and key trends. ○ residual risks. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ existing risk control measures that are applied to manage hazards and risks in the area/region.

RS03 Risk management processes and outcomes are monitored, evaluated and reviewed	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ establish monitoring processes to fit with local, regional and specific agency needs. ○ develop and facilitate processes to monitor, evaluate and review risk management at local, regional or specific agency level. 	<p>Knowledge to:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within own CESA organization.

KEY AREA 4: PLANNING (PL)

STATEMENTS COMMON TO PL01- PL04	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> ○ manage and coordinate a range of people (including cross functional groups and agencies) to complete planning activities. ○ conduct environmental scanning to identify historical, cultural, financial, political and environmental values that impact on the sustainability of the community. 	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the planning requirements of the <ul style="list-style-type: none"> California Emergency Services Act Title 19 CCR SEMS Regulations California State Emergency Plan California Disaster Assistance Act Robert T. Stafford Act National Response Framework National Recovery Framework Current Homeland Security Directives Local Emergency Ordinances ○ hazards and risks). ○ risks and hazards in the local area/region. ○ communities and their vulnerabilities to local area/regional risks. ○ where to source information to assist planning. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ Local Hazard Mitigation Plan and programs 	

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 response activities. ○ organize and facilitate effective meetings. ○ demonstrate effective project management skills (assigning staff and resources appropriately). ○ assist in policy development. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ policy development processes. ○ how to access environmental data that will influence planning for specific regions and hazards

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"> ○ write plans, processes and procedures consistent with California Emergency Services Act and the State Emergency Plan. ○ plan for an extended emergency response and/or recovery. ○ write SOPs and guidelines. ○ coordinate and develop Action Plans relevant to the respective level of responsibility. ○ use project planning skills to ensure methodical and efficient approaches and outcomes. ○ develop Continuity of Operations/Continuity Government Plans ○ develop response and recovery plans at local (operational) or regional (strategic) level. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ planning partners to be engaged. ○ planning requirements and considerations for an emergency response. ○ the infrastructure plans and procedures. ○ the guiding principles for preparing an operational plan or giving briefings ○ Project Management processes and tools.

PL03 Plans are coordinated and integrated across all levels and partners	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ coordinate and develop Action Plans relevant to the respective level of responsibility. ○ coordinate the development of response and recovery plans. ○ prepare contingency plans/action plans to ensure processes are in place to manage emergencies. ○ coordinate and document multi-disciplinary processes. ○ assist and support communities to develop 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ planning partners to be engaged. ○ planning requirements and considerations for an emergency response.

PL04 Plans are evaluated and updated	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ monitor, evaluate and review plans (including business continuity plans) and SOPs to ensure currency and effectiveness and to determine any updates required. ○ undertake evaluation planning. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ monitoring and evaluation processes within CESA and own organization, and how these fit into the national monitoring and evaluation program. ○ evaluation and review processes. ○ standard briefing and debriefing processes.

KEY AREA 5: IMPLEMENTATION (IP)

STATEMENTS COMMON TO IP01– IP05	
Skills common to these competencies	
Knowledge of: <ul style="list-style-type: none"> ○ the EOC functions, roles, relationships and processes. ○ risks and hazards in the local area/region. ○ communities and their vulnerabilities to local area/regional risks. ○ resources available locally or regionally. ○ networks and supply chains locally, regionally, or nationally, as appropriate. 	

IP01 Assigned EOC roles are performed in accordance with existing plans and SOPs	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ perform assigned EOC role in accordance with SOPs. ○ demonstrate time management practices and principles. ○ effectively operate communications systems, electronic information system and a paper based information system. ○ maintain the communications network, EOC/ECC facilities and other emergency equipment. ○ incorporate relevant local or regional policies into business plans and practice. ○ demonstrate effective project management skills (assigning staff and resources appropriately). 	Comprehensive understanding of: <ul style="list-style-type: none"> ○ SEMS at the respective level of operation. Knowledge of: <ul style="list-style-type: none"> ○ recommended or prescribed forms and information flow processes.

IP02 Emergencies are managed in accordance with the scale of activity, existing plans and SOPs	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> ○ apply SOPs to perform EM functions. ○ demonstrate situational awareness at all times. ○ respond in accordance with the principles of SEMS. ○ demonstrate an understanding of the risks and hazards in the local area/region. ○ demonstrate time management practices and principles. ○ facilitate and manage functions in a stressful environment. ○ review EOC procedures to ensure consistency. ○ manage EOC operations. ○ assess damage and needs and apply appropriate resources. ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organizational processes and industry best practice. ○ develop response plans. ○ create agendas and take minutes at meetings. ○ keep accurate and detailed records. ○ analyze the situation to determine and advise on the scale of the event, surge capacity and the level of response required. ○ identify staff and resources required to meet the demands of an emergency event. 	Knowledge of: <ul style="list-style-type: none"> ○ personal preparedness concepts. ○ prepared plans and SOPs.

KEY AREA 5: IMPLEMENTATION (IP)

IP03 Human resources are managed in order to achieve maximum effectiveness

Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ develop and maintain SOPs and guidelines. ○ recognize and reward behaviors and results. ○ manage the welfare needs of team members. ○ manage own stress and support others to manage theirs. ○ effectively manage resources to assist other agencies or organizations if required. ○ organize staff rosters. ○ determine requirements for funding and staffing levels. ○ prioritize human resources. ○ set minimum standards for individual team roles. ○ match team member capabilities to specific tasks to be completed. ○ resolve conflicts within the team. ○ provide feedback to manage team performance against agreed standards. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ HR procedures, roles and policies. ○ team processes, policies and procedures. ○ the importance of minimum Personal Protective Equipment. ○ stress management principles. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the potential impacts on families of 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"> ○ operate communications in an EOC to its full potential to enhance communication. ○ effectively operate communications systems, electronic information system and a paper based information system. ○ effectively manage resources to assist other agencies and organizations if required. ○ develop and maintain accurate inventory of all CESA stores and equipment. ○ physically set up and maintain the EOC. ○ test and maintain communication equipment, EOC facilities, back up systems (power, water, comms) and other emergency equipment, to ensure operability. ○ maintain, test and regularly update the warning system e.g. radio, satellite phones etc. ○ establish and maintain systems for donated goods. ○ effectively manage and coordinate resources. ○ manage the development, maintenance and operation of an EOC facility. ○ manage contracts entered into on behalf of the organization. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the arrangements of the local/regional welfare plan. ○ emergency welfare concepts. ○ available welfare operations to redirect displaced people. ○ standard briefing and debriefing processes. ○ communication networks, frequencies and protocols to maintain effective communication channels. ○ local assembly points. ○ assets that have strategic national importance.

KEY AREA 5: IMPLEMENTATION (IP)

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.○ use the organization's financial management system to provide accurate information on emergency expenditure.○ identify and report on costs.○ prepare and manage a budget.○ establish efficient and effective financial management systems for recovery.○ coordinate access to financial resources.○ monitor and manage budget allocations.	<p>Knowledge of:</p> <ul style="list-style-type: none">○ financial management processes and fund allocation protocols.○ emergency funding arrangements and requirements.○ government financial support and relief funds arrangements.

KEY AREA 6: COMMUNICATION (CM)

STATEMENTS COMMON TO CM01 – CM04	
Knowledge common to these competencies	
<p>Knowledge of:</p> <ul style="list-style-type: none"> risks and hazards in the local area/region. Public information protocols and procedures. CESA Group’s and own organization’s protocols for working with the media. <p>Awareness of:</p> <ul style="list-style-type: none"> potential political and organizational risks in relation to the media. 	
Skills common to these competencies	
<p>Is able to:</p> <ul style="list-style-type: none"> communicate clearly in both verbal and written form. communicate effectively with key stakeholders, emergency management staff, team leaders and team members. 	

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"> effectively communicate with a diverse range of people, adapting style to suit the audience. conduct effective hand over briefings, operational briefings and debriefings in accordance with organizational processes and industry best practice. effectively communicate ideas and messages in both formal and informal settings. listen actively in conversation. develop a communications plan. establish and maintain a warning system suitable to community needs. build and maintain relationships with stakeholders including across regions (TAs, staff, sectors, emergency services, peers, planners and media). prepare written material using appropriate formats and technical standards. develop and communicate best practice methods. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> media and communications protocols. standard briefing and debriefing processes. political and cultural implications of issues. local authorities, health and welfare agencies to maintain currency of communication channels. communication networks, frequencies and protocols to maintain efficient communications networks. <p>Awareness of:</p> <ul style="list-style-type: none"> new advances in communication technology.

KEY AREA 6: COMMUNICATION (CM)

CM02 CESA 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"> ○ develop and implement marketing strategies and public education programs to improve public awareness and understanding of CESA, including within schools ○ deliver effective CESA education to policy makers, politicians and senior management. ○ identify marketing opportunities to increase public awareness (advertising campaigns, public meetings, shows, displays). ○ maintain websites to inform the public of risks and mitigations factors. ○ monitor and maintain website information, contact lists (including lifelines), registers and meeting calendars, to ensure currency and accuracy. ○ design and develop brochures/publications/materials to support the programs. ○ coordinate public education initiatives. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ existing public education programs within local area/region. ○ existing public education initiatives delivered at a national level.
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 public information messages. ○ establish aims and strategies for public information to enable the organization to undertake its role and functions in managing an event. ○ develop messages for the public that are concise, clear, accurate and consistent with the public information plan developed for response and recovery phases. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ hazard and threat advisory and warning procedures and protocols. ○ Hazardscape and community vulnerabilities as documented in the organisations' CESA planning processes. ○ own organizations' planned public information messages to support response and recovery.
CM04 Media are engaged in public information management and public education	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ apply prescribed media engagement protocols during a response. ○ prepare media releases. ○ effectively interact with the media. ○ participate in media interviews. 	<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	
<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ current international and local best practice relating to emergency management. ○ Californai Emergency Services Act ○ Title 19 CCR SEMS Regulations ○ California State Emergency Plan ○ Califrornia Disaster Assistance Act ○ Robert T. Stafford Act ○ National Response Framework ○ National Recovery Framework ○ Current Homeland Security Directives ○ Local Emergency Ordinances 	

CD01 Capability development opportunities are actively sought and undertaken	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ conduct a development needs analysis. ○ set own goals to achieve objectives. ○ participate in national exercises, multi-agency exercises within regions and desk top exercises to test procedures and assess own capability. ○ identify the development needs and skill gaps within a team, and identify suitable solutions to address these. ○ coach individuals. ○ set performance standards. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ skill gap analysis process. ○ current exercises, 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
<p>Is able to:</p> <ul style="list-style-type: none"> ○ deliver training and development as per the Local Authority arrangements and the CESA Group plan. ○ design and deliver training in EOC functions and SOPs. ○ research, develop and deliver effective presentations. ○ set up and complete administration tasks related to delivering a training session or presentation. ○ develop structured training materials that have clear measurable objectives. ○ deliver technical or knowledge based training. ○ demonstrate effective facilitation skills. ○ provide on job training and mentoring. ○ conduct a development needs analysis. ○ deliver targeted training to address gaps. ○ develop and deliver education programs for the community, including schools. ○ develop materials for assessments. ○ conduct an assessment. ○ develop and support volunteers to assist in an emergency response 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the principles of adult education and training processed. ○ instructional techniques. ○ instructional designs principles and processes. ○ California Emergency Services Act ○ Title 19 CCR SEMS Regulations ○ California State Emergency Plan ○ California Disaster Assistance Act ○ Robert T. Stafford Act ○ National Response Framework ○ National Recovery Framework ○ Current Homeland Security Directives ○ Local Emergency Ordinances

KEY AREA 7: CAPABILITY DEVELOPMENT (CD)

CD03 CESA exercises are developed and carried out	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ participate in exercises to develop own response capability. ○ facilitate the development and delivery of training and exercises. ○ develop and deliver exercises and scenario-based training for EOC personnel. ○ facilitate exercises. ○ test and exercise SOPs. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the principles of exercise planning and assessment. ○ best practice policy and procedures when working with volunteers. ○ <i>Current State and federal exercise guidelines</i>
CD04 Capability development opportunities are provided to build a workforce of trained and competent personnel	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ encourage and support team members to set goals and seek development opportunities. ○ set goals to achieve objectives. ○ coach individuals. ○ set performance standards. ○ maintain SOPs and guidelines. ○ recruit for roles to address turnover. ○ identify opportunities for team members to develop capability. ○ develop retention and career path plans for staff. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ the recruitment, training and retention strategy. ○ the SEMS structure. ○ decision making and crisis management training.
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"> ○ assess implications of exercises and training in determining organizational and community capability to manage emergencies. ○ undertake regular reviews and checks of operations systems. ○ undertake regular review of Hazardscape knowledge and risk management assessments. ○ apply monitoring and evaluation tools to assess own organization's capability, including interdependencies of partner organizations' capabilities. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ business continuity principles and organization dependencies on other service providers.

KEY AREA 8: LEADERSHIP (LD)

STATEMENTS COMMON TO LD01- LD04	
Knowledge common to these competencies	
Knowledge of: <ul style="list-style-type: none"> team member strengths and areas for development. leadership and motivational techniques. 	

LD01 A CESA vision is developed and articulated	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> contribute to establishing a strategic overview and goals of CESA at both the organization and community levels. promote the vision, goals and strategy within the organization and community. clearly articulate to different audiences how the CESA vision is relevant to them. 	California Emergency Management Competencies <ul style="list-style-type: none"> the CESA vision and goals of the CESA Group, member authorities, partner agencies, and own organization. Awareness of: <ul style="list-style-type: none"> National Response Framework National Recovery Framework

LD02 An environment is created that empowers others to act and succeed	
Skills specific to this competency	Knowledge specific to this competency
Is able to: <ul style="list-style-type: none"> encourage and support team members to set goals and seek development opportunities. apply motivational and team building techniques. ensure team buy-in to plans and procedures. conduct effective hand over briefings, operational briefings and debriefings in accordance with organizational processes and industry best practice. resolve conflicts in a range of situations. lead training and develop initiatives for other agencies. mentor team members. involve others in planning, decision making and implementation efforts. provide clear direction and expectations when delegating tasks. provide constructive feedback to support others to achieve goals and objectives. 	Knowledge of: <ul style="list-style-type: none"> team/group dynamics and how to manage them effectively. task and role requirements. standard briefing and debriefing processes.

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. ○ involve and influence others to gain support, cooperation and commitment, in order to achieve objectives. ○ network with other teams, and agencies proactively. ○ operate within SEMS. ○ support team members to manage their wellbeing and stress levels in a pressure situation. ○ demonstrate stress management techniques. ○ obtain cooperation through use of strong interpersonal skills. ○ analyze 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. ○ facilitate/lead discussions to a meaningful outcome. ○ draw out information from all team members. ○ effectively work through others to accomplish objectives. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ decision making processes. ○ Incident Action Plan operational tasking. ○ stress management principles. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ products and innovations in the sector ○ social intelligence and personality types and how to work within them.

LD04 Leadership is demonstrated through professional conduct and effective self management	
Skills specific to this competency	Knowledge specific to this competency
<p>Is able to:</p> <ul style="list-style-type: none"> ○ identify own limitations and develop strategies to address these. ○ identify and employ coping mechanisms to manage own wellbeing. ○ enhance and develop working relationships with other agencies. ○ empathise with others and understand their roles and goals. ○ listen actively in conversation. ○ communicate effectively with a diverse range of people in a range of situations, adapting style to suit the audience. ○ demonstrate communication styles that recognize personal differences especially in regard to stressors. ○ conduct effective hand over briefings, operational briefings and debriefings in accordance with organisational processes and industry best practice. ○ provide professional, sound, evidence-based advice to stakeholders. ○ demonstrate time management practices and principles. ○ maintain personal readiness. ○ delegate effectively, providing clear direction and expectations. ○ support staff and look after their wellbeing. 	<p>Knowledge of:</p> <ul style="list-style-type: none"> ○ own stressors. ○ stress management principles. ○ emergency welfare concepts. ○ standard briefing and debriefing processes. <p>Awareness of:</p> <ul style="list-style-type: none"> ○ the potential impacts on families of staff involved in emergency response and/or recovery activities. ○ own strengths, weaknesses and abilities. ○ own organisation's Employee Assistance Program (EAP).

