

## CONTROLLERS POSITION DESCRIPTION AND COMPETENCIES - 2003

(Note: While this position description relates to a Group Controller, the same key result areas and competencies are generally applicable to a Local Controller)

### Overall Purpose of Position:

To lead a coordinated response action leading up to, and during a declared emergency, effectively utilising available resources and information in order to protect life and property and relieve distress in a complex and demanding environment

### Group Controller's Key Relationships:

- CDEM Group in conjunction with local authorities (Regional, City and District councils, Council Controlled Organisations, etc)
- CEG (Coordinating Executive Group)
- Local Civil Defence Controllers, or Group Controller if an appointed local controller
- National Controller (*Note: "While the role of the Group Controller is focused first and foremost to his/her region it is important that the relationship with the National Controller be established. During any state of emergency (national or local), communication between the Group Controller and the National Controller is vital to ensure that: central government and key utilities are informed; national resources are made available if required, and, the resources of other CDEM Groups are coordinated.)*)
- Ministry's Emergency Management Advisers
- Emergency Services (Police, Ambulance, Fire, Participating Departments in Local Councils)
- Central Government (relevant government departments – e.g. Ministry of Civil Defence and Emergency Management, Ministry of Agriculture and Forestry, Ministry of Social Development, Child Youth and Family, District Health Boards, Ministry of Health, Te Puni Kokiri, Dept of Internal Affairs)
- Local commercial, industrial and rural representatives
- Media
- Voluntary and community groups

**Accountabilities and Tasks**

Key Result Areas	Accountabilities / Tasks
<p>LEADING AND MANAGING</p> <p style="text-align: right;">A97</p>	<ul style="list-style-type: none"> <li>▪ Exercise the authority of a Controller as specified in the CDEM Act 2002</li> <li>▪ Exercise control during a declared state of emergency</li> <li>▪ Provide strong ethical and practical leadership to Civil Defence staff, volunteers and others under authority.</li> <li>▪ Gather situational information through consultation, reports and observation</li> <li>▪ Collate and analyse information to establish priorities and make informed decisions</li> <li>▪ Allocate tasks and coordinate emergency response services</li> <li>▪ Coordinate and allocate available and acquired resources and authorizations</li> <li>▪ Monitor what is expected of other agencies</li> <li>▪ Manage the implementation of the local/regional response plan</li> <li>▪ If there is a national declaration, respond as required (i.e. continue in a coordination role in association with the National Controller)</li> </ul>
<p>PLANNING AND PREPARATION</p>	<ul style="list-style-type: none"> <li>▪ Maintain an understanding and knowledge of the civil defence legislation and local / regional plans</li> <li>▪ Participate in contingency and preparedness planning and identification/analysis of hazards</li> <li>▪ Prepare plans and contingency reports as required</li> <li>▪ Liaise and work with other local emergency services and agencies in contingency and awareness campaigns</li> </ul>
<p>RELATIONSHIP MANAGEMENT</p>	<ul style="list-style-type: none"> <li>▪ Develop partnership and collaborative relationships with other Controllers within the CDEM Group and neighbouring groups</li> <li>▪ Develop proactive, collaborative relationships with local and regional emergency services and agencies</li> <li>▪ Work with local EMO and CEG groups</li> <li>▪ Work effectively within the CDEM Group.</li> </ul>
<p>COMMUNICATION</p>	<ul style="list-style-type: none"> <li>▪ Maintain functional communication with colleagues, emergency services, central government agencies, volunteers and staff</li> <li>▪ Maintain active communication with EMO, CEG, local authorities, politicians and members of the public</li> <li>▪ Manage release of information to the public/media during a state of emergency</li> <li>▪ Provide reports as required</li> </ul>
<p>DEVELOPMENT &amp; TRAINING</p>	<ul style="list-style-type: none"> <li>▪ Undertake further training and development, including exercises and simulations</li> <li>▪ Lead and monitor exercises and receive feedback and comment and action this feedback</li> <li>▪ Encourage and mentor training of local civil defence personnel</li> </ul>

## REQUIRED ATTRIBUTES

### Technical Knowledge

- Extensive experience and knowledge of CDEM best practice including CIMS
- Sound working knowledge of the CDEM Act 2002 and all other associated legislation
- Good understanding of the local, group and national CDEM plans
- Working knowledge of risk management assessment practice
- Sound knowledge of local geography, demographics, hazardscape, emergency services and supporting agencies
- Working knowledge of warning and communication systems

### Management Techniques

- Strategic thinker with strong analytical skills and ability to see the big picture
- Ability to make effective judgements, prioritise conflicting demands and resolve major issues
- Effective and decisive decision maker
- Proven record of managing strategies and teams in a complex and demanding environment
- Ability to cope with stressful situations within a confused and rapidly changing environment
- Effective relationship and communication skills at all levels of the community and government
- Excellent communication skills – verbal and written and in a range of situations

### Leadership

- Firm but participative leadership style
- Ability to influence individuals and groups towards attainment of objectives
- Ability to lead in emergency and/or conflict situations
- Uses a variety of group facilitation processes to achieve desired outcomes

### Personal Attributes and Abilities

- Ability to act effectively under pressure in stressful critical situations
- Motivated to achieve and succeed
- Good state of health and high degree of availability, enthusiasm and commitment
- Degree of political acumen and understanding of the community and social environment
- Ability to engender credibility, confidence and respectability
- Awareness of own capacity and limitations and when to call time out
- Ability to receive and respond to comment and criticism in a positive manner
- Ability to recognise need for specialist advice
- Demonstrating integrity in all relationships and the ability to inspire confidence amongst staff and the affected community

## Recovery Manager Person Specification

### Prior Knowledge and Experience

The Group Recovery Manager will operate in a complex political environment, with responsibility for allocating scarce resources and determining restoration priorities. It is important that the Group Recover Manager has a sound understanding of the CDEM Group's planning, resources and network structure and has an awareness of relevant legislation and statutes in the recovery context.

Ideally the Group Recovery Manager will have an understanding of the business continuity planning process and/or the recovery management process and will be experienced as a project manager. An understanding of the community impact of a major disaster (physical, psychological, sociological and economic) will be an advantage.

### Personal Qualities

- Awareness and understanding of community values
- Firm but participative leadership style
- Energetic and positive approach to problem solving
- Ability to cope with stressful situations within a confused and rapidly changing environment
- Political insight and intuitiveness
- Capacity to inspire confidence among staff and the affected community
- A focus on results, balanced with a sensitive and honest approach to people
- The confidence of CDEM Group politicians, local authority chief executives and participating utility operators

### Competencies

#### **Political acumen**

- Understands central and local government processes
- Uses balanced judgement and diplomacy in considering central and local government environments and the individual objectives of stakeholders to achieve desired outcomes
- Identifies the issues and determines who needs to be involved to achieve the desired goal
- Assists others to articulate central and local government policy issues

#### **Knowledge of and sensitivity to Maori protocols**

- Understanding general principles underpinning Tikanga Maori
- Acts accordingly or seeks guidance or clarification before taking action

#### **Management of resources**

##### Human

- Creates a strong, clear direction
- Obtains a shared commitment from others.
- Mentally steps outside the problem to focus on a solution
- Demonstrates a range of operating styles and an ability to handle different situations in different ways
- Reacts constructively to negative situations such as conflict or challenges
- Anticipates a range of possible outcomes and plans appropriately for them
- Develops teams and appropriate rosters

##### Financial

- Understands financial processes within the public sector
- Understands the economic impact of the prioritisation of recovery decisions
- Establishes clear criteria for the distribution of relief aid

Physical resources

- Establishes priorities for the allocation of resources
- Understands the economic impact of the prioritisation of resource allocation decisions

**Project facilitation and coordination**

- Understands project management philosophy, including “buy in”
- Uses a variety of group facilitation and group processes to achieve the desired outcome
- Uses independent thought to challenge and seek solutions
- Recognises and interprets the broader issues over the longer term and defines the steps required to achieve recovery safely (economic, social, physical)
- Uses project management methodology to assist communities to take control of their own recovery

**Mediation and negotiation**

- Resolves conflicts, confrontations and disagreements and minimises negative personal and organisation impacts
- Influences, negotiates and persuades across group boundaries so things get done and obstacles are overcome
- Recognises key political and other factors which may impact on working relationships and deals with them sensitively and strategically.
- Determines and analyses the key issues in any negotiation process
- Seeks to be well briefed on all relevant background to an issue
- Anticipates the need to involve and brief others in the negotiation process
- Understands the strengths and weaknesses of counter arguments, claims or issues
- Can stand back from the process and suggest alternative solutions to reach an acceptable outcome
- Works to establish a constructive atmosphere, so that all parties feel satisfied with the process

**Communications – oral and written**

- Writes clearly and concisely
- Understands and is able to communicate issues and concepts
- Builds strong working relations with external agencies and groups
- Expresses complex ideas and concepts in a manner that can easily be understood
- Communicates information in a way that increases and builds positive relationships with key groups
- Listens attentively and understands what other people are saying, including interpreting undertones, nuances and body language
- Prepares documents which correctly represent any agreements reached

**Media management**

- Understands, promotes and applies appropriate media operating principles
- Manages intense media interest efficiently and effectively
- Understands the importance of the role the media plays in a successful recovery operation

## **CDEMG Selection Criteria**

### **Group and Local Controllers**

#### **General**

- Preferably not an elected representative or Chief Executive to avoid natural conflict with other responsibilities in an emergency
- Competent to perform the role described in the Accountabilities and Tasks description (Attachment 1)
- Can commit to the specific activities listed in the Accountabilities and Tasks description (Attachment 1), particularly those relating to planning and training
- Substantially meets the desired aspects listed in the Required Attributes description (Attachment 1)

#### **Proof of current competency**

- Have completed the Ministry's course for Local Controllers within the last 5 years.
- Have participated in an actual event, a major exercise, or some form of refresher training within the last 2 years.
- Have completed the CIMS 4 course.

### **Group Recovery Manager**

- Substantially meets the desired Person Specification (Attachment 2)
- Have completed the Ministry's course for Recovery Managers within the last 5 years.
- Have completed the CIMS 4 course.