Response + Recovery
Leadership Capability Framework
Purpose

This Response and Recovery Leadership Capability Framework (the Framework) assists individuals and organisations to systematically understand, develop and maintain their core emergency management capabilities.

This Framework outlines the capabilities central to effective leadership in response and recovery management. These capabilities apply to organisations in both the public and private sectors. The capabilities are relevant to personnel working in the various Response and Recovery leadership roles, functions and operational areas of all organisations involved in incident and emergency management, and are relevant to all hazards and all agencies at all levels.

Scope

The Framework spans the four organisational response levels and response/recovery complexity provided in the New Zealand Coordinated Incident Management System (CIMS): Incident, Local, Regional and National. By structuring the Framework this way it helps users to appreciate the changing leadership requirements within and between the different leadership at different levels.

The Framework has been developed to support varied and flexible application, and can supplement other capability frameworks where a need arises. It can also be used as a standalone tool to assist in talent identification, succession planning, setting goals for coaching and mentoring or the crafting of tailored professional development opportunities.

Figure 1 maps levels of incident and emergency leadership against the capability levels contained in this Framework in general terms. However, Response and Recovery leaders have a broader range of capabilities than depicted here, with areas of substantially higher capability in aspects of service delivery, management and leadership inherent in particular roles and individuals.

This Framework will be reviewed by Response and Recovery Aotearoa New Zealand (RRANZ) by 1 July 2019. This review will incorporate feedback from consultation with stakeholder organisations and from analysis of the professional development delivered under the aegis of the Framework.
Capability Frameworks

Capability Development encompasses the traditional scope of professional development (skills-based training, knowledge-based education, and experience), but also incorporates other aspects including relationships, mandate and direction, tools and work environment, time, motivation and the previously acquired knowledge and skills the person brings to their role. In essence, capability development is a broad and comprehensive approach to growing and developing people to ensure they are effective in their roles (Ministry of Civil Defence & Emergency Management\(^1\)).

What is a capability framework?

A capability framework is a set of agreed capabilities (with varying levels of explanatory detail) that have been identified as necessary to assist people to develop and be optimally effective within an organisation or sector\(^2\). Capability frameworks have become the norm for defining capabilities and for evaluation, diagnosis, development and performance measurement. Most frameworks go beyond simple definitions of behaviours, and consider some of the cognitive, affective and inter-personal qualities of leaders.

A well-defined framework can work effectively alongside, or be integrated into, other areas of people management e.g. recruitment, deployment, development, performance management and succession planning.

Effective capability frameworks include the following characteristics:

- Clear and comprehensive without being overly prescriptive
- Designed to be integrated into good practices within the organisation or sector
- Similar in regard to specific fundamental aspects, such as:
  - the critical capabilities and how these are learned and developed,
  - the people best equipped to learn critical capabilities, and
  - characteristics of successful skill development.
- Designed within a strategic context and informed by anticipated future challenges as well as current demands
- Expressed in language that is appropriate for the organisation or sector


\(^2\) AFAC Leadership Capability Framework, 2008
Leadership

Leadership challenges

Response and Recovery leaders operate in complex, challenging and dynamic environments. Therefore, the following characteristics are requisite for leaders:

- Sustains a clear and shared vision with consistent strategy
- Distinguishes interconnectedness and how interdependencies inform strategic planning
- Builds relationships of trust across organisational boundaries to achieve unified effort
- Connects the levels of response and recovery management
- Is both visionary and pragmatic
- Acts ‘locally’ and thinks ‘globally’
- Includes a diverse range of sociocultural perspectives in stakeholder engagement and decision making
- Guides change processes
- Delegates effectively balancing empowerment and accountability
- Communicates clearly and effectively in both oral and written interactions
- Pursues high value, cost effective outcomes

In the face of the current challenges, organisational investment in leadership development can yield long term dividends and create organisational leaders who:

- Act with integrity, respect others and treat them equitably, report accurately without misrepresentation and work to the common good
- Adapt, develop or enhance team adaptability
- Inspire and empower others to act in fulfilment of a shared vision
- Identify and negotiate constraints, encourage and build on ideas of others and create an environment that empowers the team to achieve the shared vision
- Are open to continually rethink and improve structures, processes, values and ideals

Developing leadership capability

This framework identifies the knowledge, skills, and abilities requisite for effective leadership role performance. Further, the framework enables organisations to strategically develop and grow leadership capacity.

Issues in development of leadership capability

Current areas of opportunity for augmenting leadership include:

- Differentiate leadership capabilities and managerial functions
- Focus on building a broad critical mass of leaders, rather than on narrow leadership roles
- Distinguish between leadership behaviours and leadership processes
- Develop broad leadership capabilities which go beyond skills and competencies training
- Build interpersonal communication skills within, between and across organisations
- Reduce organisational barriers in meeting leadership development needs
- Value and integrate effective succession strategies in place to build the next generation of leaders
The RRANZ Capability Model

The Response and Recovery Aotearoa New Zealand (RRANZ) Leadership Capability Framework outlines the attributes and behaviours required of leaders in the four organisational levels of response:

- National
- Regional
- Local
- Smaller scale incident

The framework is intended to be used as a tool which assists in assessing the leadership potential and capabilities, identifying leadership capability to be developed and for recommending leadership development options which will better enable leaders to meet performance requirements. The capabilities described here can also be integrated with other people processes and strategies such as succession management and talent identification. It is designed to be flexible and easily customised to suit the specific circumstances and needs of individual agencies.

The framework can be used in a variety of purposes and can guide:

- the definition of individual roles
- selection and promotion
- leadership development
- succession planning
- talent management
- organisational effectiveness
- performance management

Structure and content

Core capabilities have been identified to reflect the broad attributes effective Response and Recovery leaders should display. Each of these capabilities is described in relation to four response levels, with additional context on the levels of leadership appointment within response levels.

The framework describes capabilities for the four response levels for:

- Controllers
- Response Managers
- Recovery Managers

Role definitions for Controller and Response Manager roles are provided in the current Coordinated Incident Management System (CIMS) manual. The primary guidance for Recovery Management in New Zealand is the Director for Civil Defence Emergency Management’s Guideline for Recovery Management\(^3\). An outline of both Controller and Recovery Manager roles is provided in the following pages.

The capabilities contained in this framework also apply to functional leadership roles within coordination centres and Response or Recovery organisations. Detail on these functions can be found in guidance documentation for these roles, as well as within the current CIMS manual.

\(^3\) The guideline operative at the time this framework was drafted was:
Controller/Response Manager
Role Description

Controllers and Response Managers are responsible for coordinating and controlling all aspects of a response within their area of control and within lead and support agency parameters.

The Incident Management Team (IMT) and wider Coordination Centre, Emergency Operations Centre, or Incident Control Point are headed by the Controller or Response Manager.

‘Controller’ is used for the person with the responsibilities described below, although the title may vary between agencies and response levels. The Controller may be supported by a Response Manager, technical experts, personal assistant(s) and risk advisors.

Controllers (and Response Managers) are responsible for:

• Setting objectives and providing an Action Plan that describes how they will be achieved
• Directing the response
• Ensuring responder and public safety
• Controlling personnel, equipment and all subsidiary response elements
• Ensuring the establishment of the Coordination Centre/Incident Management Team and any subsidiary Coordination Centres/Incident Management Teams
• Maintaining situational awareness
• Determining critical resources and managing their use
• Briefing governance
• Establishing and maintaining communications with other agencies and the community
• Ensuring the response stays within proscribed resource and budget limits
• Acting as a spokesperson if a dedicated spokesperson has not been appointed
• Managing the transition from response to recovery with the Recovery Manager

4 New Zealand Coordinated Incident Management System (CIMS), New Zealand Government 2015
Recovery Manager Role Description

The role of the Recovery Manager is to co-ordinate recovery activity within their geographic area of responsibility during and after an emergency.

Where more than one level of Recovery Management is activated, Recovery Managers coordinate with other Recovery Managers at higher and/or lower levels of management.

The Recovery Manager ensures that:

- Recovery planning, prioritisation and management functions are undertaken
- Effective reporting mechanisms are in place
- Executives leadership and governance are informed of local, regional or national issues – depending on the level of appointment
- Recovery resources are identified and obtained as required
- Information is provided on the consequences of the event on the affected area
- Emerging issues are identified and solutions sought

Recovery Manager Attributes

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

Essential attributes

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

Desirable attributes

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

This framework is structured to enable users to identify and locate the parts most relevant to respective capability development activities.

- Role Descriptor or Capability
- Broad Description
- Leadership Level
- Detailed Descriptor

This logic is depicted in Figure 2.

FIGURE 2

Capability frameworks can only be optimally effective when applied within the context of evidence-based organisational capability development and skills and personnel management.
FIGURE 3. RRANZ RESPONSE AND RECOVERY KEY LEADERSHIP CAPABILITIES

- Curious
- Honest and courageous

**SELF**

**MAKING IT HAPPEN**

- Leading strategically
- Leading with influence
- Engaging others

**STEWARDSHIP**

- Enhancing people performance
- Developing talent
- Enhancing team performance
Self-aware and agile
Resilient

Achieving ambitious goals
Managing work priorities
Achieving through others

Enhancing organisational performance
Enhancing team performance
Leading at the political interface
# Response and Recovery Leadership Capabilities

The overview of the capabilities below, derived from the Expanded Guide to the Leadership Success Profile, provides the basis for the rest of this document.

## Self

### Leadership Character – Indicators of Potential

Develop personal attributes and skills to enhance performance of self and others in Response and Recovery

### Capability and outcome

<table>
<thead>
<tr>
<th>CURIOUS</th>
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<tbody>
<tr>
<td>• Shows curiosity, flexibility and openness in analysing and integrating ideas, information and differing perspectives; to make fit-for-purpose decisions.</td>
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<table>
<thead>
<tr>
<th>Descriptors to be applied at relevant level</th>
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<tbody>
<tr>
<td>• Thinks analytically and critically in high-pressure situations</td>
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<tr>
<td>• Displays curiosity</td>
</tr>
<tr>
<td>• Mitigates analytical and decision-making biases in self and others</td>
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<table>
<thead>
<tr>
<th>HONEST AND COURAGEOUS</th>
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</thead>
<tbody>
<tr>
<td>• Delivers the hard messages and makes unpopular decisions in a timely manner; to advance the longer-term best interests of communities and New Zealand.</td>
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<table>
<thead>
<tr>
<th>Descriptors</th>
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<tbody>
<tr>
<td>• Demonstrates courage in high-pressure Response or Recovery situations</td>
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<tr>
<td>• Demonstrates decisiveness under pressure</td>
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<tr>
<td>• Leads with integrity at all times</td>
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<thead>
<tr>
<th>SELF-AWARE AND AGILE</th>
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<tr>
<td>• Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.</td>
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<thead>
<tr>
<th>Descriptors</th>
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<tbody>
<tr>
<td>• Encourages feedback on own performance</td>
</tr>
<tr>
<td>• Can self-assess even in times of pressure</td>
</tr>
<tr>
<td>• Adapts approach according to the changing Response or Recovery context and needs of colleagues</td>
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<tr>
<td>• Shows commitment to self-development and development of others</td>
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<table>
<thead>
<tr>
<th>RESILIENT</th>
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<tr>
<td>• Show composure, grit and a sense of perspective when the going gets tough; to help others maintain optimism and focus.</td>
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<thead>
<tr>
<th>Descriptors</th>
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<tbody>
<tr>
<td>• Displays resilience in the high-pressure and/or long-term Response or Recovery leadership environments</td>
</tr>
<tr>
<td>• Demonstrates composure in high-pressure situations</td>
</tr>
</tbody>
</table>
Common derailers

- Enjoys being busy ‘doing things’, and doesn’t make time for in-depth thinking and analysis
- Overconfident in their judgement and/or uncomfortable with acknowledging mistakes and gaps in their knowledge
- Don’t consider the ‘shades of grey’ or look beyond obvious or readily available information
- Don’t think broadly about the impact of their decisions (e.g. the practical implications and the reactions of those affected)
- Unaware of common decision-making biases and the frameworks that can help to overcome them
- Concerned about what other people might think and about ‘fitting in’
- Don’t want to make the potential career sacrifices which could come from championing an unpopular point of view.
- Unsure of their judgement about what the right way forward is
- Don’t step back and consider issues through an ethical lens (e.g. not clear about their ethical principles and what they stand for)
- Don’t prioritise their own development (so it is treated as something to do ‘when there is time’ – which never happens)
- Operate on instinct rather than deliberately planning their leadership approach
- Uncomfortable asking for feedback, often because they are not skilled at asking in a way which seems ‘natural’
- Uncomfortable with acknowledging development areas
- Don’t recognise that they can choose how to respond to events (so they see their reactions as the consequence of external factors rather than their own decisions and beliefs)
- Find it difficult to distinguish between their roles at work and themselves as individuals (so they interpret setbacks and criticism overly personally)
- Believe that long hours and a total focus on work are desirable signs of commitment and ambition (so they don’t take time out to ‘look after themselves’)


# Response and Recovery

## Leadership Capabilities

The overview of the capabilities below, derived from the Expanded Guide to the Leadership Success Profile, provides the basis for the rest of this document.

## Making it happen

<table>
<thead>
<tr>
<th>Capability and outcome</th>
<th>Descriptors to be applied at relevant level</th>
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<tbody>
<tr>
<td><strong>ACHIEVING AMBITIOUS GOALS</strong></td>
<td></td>
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<tr>
<td>• Demonstrate achievement drive, ambition, optimism and delivery focus; to make things happen and achieve ambitious outcomes.</td>
<td>• Committed and tenacious</td>
</tr>
<tr>
<td></td>
<td>• Ambitious</td>
</tr>
<tr>
<td><strong>MANAGING WORK PRIORITIES</strong></td>
<td></td>
</tr>
<tr>
<td>• Plan, prioritise and organise work; to deliver on short and long-term objectives across the breadth of their role.</td>
<td>• Planned and organised</td>
</tr>
<tr>
<td></td>
<td>• Purposeful about where they invest their time</td>
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<tr>
<td><strong>ACHIEVING THROUGH OTHERS</strong></td>
<td></td>
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<tr>
<td>• Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for communities.</td>
<td>• Builds capable and confident teams</td>
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<td></td>
<td>• Creates psychological safety to express concerns</td>
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<td></td>
<td>• Ensures coordination between teams to achieve common goals</td>
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<tr>
<td></td>
<td>• Delegates effectively</td>
</tr>
<tr>
<td></td>
<td>• Maintains appropriate oversight of work</td>
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</tbody>
</table>
• Not highly motivated to achieve more than is expected
• Pessimistic about their ability to achieve ambitious goals
• Overly focused on constraints and risk (rather than opportunities)
• Feel that they need a mandate to act (rather than setting their own ambitious goals)

• Don’t see planning and organising as ‘real work’ (so these activities drop off when under pressure)
• Find it hard to prioritise, decide what not to do, and deliver work which is ‘good enough’ (rather than aiming for perfection)
• Find it hard to discipline themselves to focus on the work which is most critical to achieving objectives (rather than what they are comfortable with and enjoy)

• Feel uncomfortable with ‘letting go’ of ‘doing the work’ (e.g. because of discomfort with risk, wanting to hold on to tasks they enjoy and do well, or a belief that they can complete tasks more quickly or to a higher standard themselves)
• Overly trusting
# Response and Recovery

## Leadership Capabilities

The overview of the capabilities below, derived from the Expanded Guide to the Leadership Success Profile, provides the basis for the rest of this document.

## Navigating for the future

### Capability and outcome

<table>
<thead>
<tr>
<th>LEADING STRATEGICALLY</th>
<th>Descriptors to be applied at relevant level</th>
</tr>
</thead>
</table>
| • Think, plan and act strategically to engage others in the vision, position teams, organisations and sectors; to meet community and future needs. | • Thinks strategically  
• Progresses current thinking  
• Develops and implements forward-looking plans and strategies  
• Engages people in the vision  
• Facilitates perspective sharing and constructive conflict to surface underlying assumptions |

<table>
<thead>
<tr>
<th>LEADING WITH INFLUENCE</th>
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</table>
| • Lead and communicate in a clear, persuasive, impactful and inspiring way; to convince others to embrace change and take-action. | • Leads with purpose  
• Persuades and inspires others  
• Communicates clearly  
• Demonstrates leadership impact and gravitas |

<table>
<thead>
<tr>
<th>ENGAGING OTHERS</th>
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</table>
| • Connect with people; to build trust and become a leader that people want to work with and for. | • Connects with others  
• Listens  
• Reads people and situations effectively  
• Communicates tactfully |
Common derailers

- Overly caught up in the detail of current or past priorities or tasks
- Unclear about what they need to do to in practice to demonstrate strategic leadership
- Thinks of themselves as a ‘practical person’ who lacks talent for strategic thinking
- Impatient when there is no immediate and obvious practical application (so doesn’t value things like vision and strategy)
- Uncomfortable with uncertainty (e.g. when required actions and outcomes are unclear)

- Communicates and influences ‘on the fly’ rather than planning their communication and influencing approach
- Over-relying on one or two key influencing and inspiring strategies
- Lacking confidence and/or an expansive view of their ‘sphere of influence’

- Focusing on the task rather than the people involved (so not considering the impact of their approach on people or investing sufficient time in achieving people outcomes)
- Over-relying on instinct to read people and understand their perspectives
- Assuming that other people see the world the same way, and are similarly motivated, to themselves
- Valuing privacy and/or seeing self as naturally reserved (and so not wanting to share information about self)
# Response and Recovery Leadership Capabilities

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## Stewardship

### Capability and outcome

<table>
<thead>
<tr>
<th>ENHANCING ORGANISATIONAL PERFORMANCE</th>
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<tr>
<td>• Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for stakeholders and communities.</td>
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<table>
<thead>
<tr>
<th>ENHANCING SYSTEM PERFORMANCE</th>
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<tbody>
<tr>
<td>• Work collectively across boundaries; to deliver sustainable and long-term improvements to systems and outcomes</td>
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<tr>
<th>LEADING AT THE POLITICAL INTERFACE</th>
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<tbody>
<tr>
<td>• Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government’s policy priorities</td>
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</table>

### Descriptors to be applied at relevant level

- Strengthens organisational performance
- Fosters a continuous improvement culture
- Leads innovation

- Provides organisational leadership (internal relationships)
- Provides sector leadership (external relationships)

- Works with political representatives
- Informs and influences political representatives
- Navigates political issue
Common derailers

- Getting caught in reactive mode (so their time is spent ‘firefighting’ rather than investing in identifying improved ways of doing things and building robust processes and systems)
- Taking the view that ‘leadership’ is more important than ‘management’ (and so don’t invest enough time in the practicalities)
- Preferring the ‘tried and true’
- Not being aware of the frameworks they can leverage to analyse performance and identify areas for improvement (so they don’t know where to start)
- Don’t see organisational or sector leadership as an expectation of their role
- Strongly driven to achieve objectives for own area, at the expense of considering whole-of-organisation outcomes
- Strongly driven to achieve objectives for own organisation, at the expense of considering sector and whole-of-government outcomes
- Don’t see understanding and navigating politics as a key part of their role
- Believe that decisions ‘should’ be made on their technical merits, and become frustrated when politics impact decisions
- Believe that adeptly navigating politics is somehow underhand or distasteful
- Not curious about the perspectives, motivators, and needs of the political representatives they work with
# Response and Recovery Leadership Capabilities

The overview of the capabilities below, derived from the Expanded Guide to the Leadership Success Profile, provides the basis for the rest of this document.

## Identifying and developing our talent

### Capability and outcome

<table>
<thead>
<tr>
<th>ENHANCING PEOPLE PERFORMANCE</th>
<th>Descriptors to be applied at relevant level</th>
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</table>
| • Manage people performance and bring out the best in managers and staff; to deliver high quality results for communities. | • Sets clear expectations  
• Supports and reinforces high performance  
• Manages people performance |

<table>
<thead>
<tr>
<th>DEVELOPING TALENT</th>
<th>Descriptors</th>
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</table>
| • Coach and develop diverse talent; to build the people capability required to deliver outcomes | • Coaches and mentors people  
• Develops individual capability  
• Develops collective capability |

<table>
<thead>
<tr>
<th>ENHANCING TEAM PERFORMANCE</th>
<th>Descriptors</th>
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</thead>
</table>
| • Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts. | • Sets clear team objectives and expectations  
• Monitors team cohesion and performance  
• Strengthens team cohesion and performance |
Common derailers

- Hold unrealistic beliefs about their role as a manager, and/or have unrealistic expectations of people (e.g. believe that people should be entirely self-motivating, so they don’t put time into managing performance; or hold people to standards which are either unambitiously low, or unrealistically high)
- Don’t require frequent positive feedback themselves, so they don’t recognise the need to provide it to others
- Don’t take the time to think from the perspective of people (so they don’t communicate a clear scope and expectations; provide clear instructions; or check whether the person is ‘on the same page’)
- Lack confidence and skills in setting expectations and providing feedback in a tactful way
- Don’t want to hurt people’s feelings or risk straining relationships
- Operate from a ‘fixed’ mind-set about people’s capabilities and potential (so they are not optimistic about people’s ability to develop and grow)
- Don’t see developing people as a key responsibility of their role
- Hold a narrow view of how people capability is developed (e.g. over-rely on sending people on courses)
- Take a responsive rather than proactive approach to building people capability (e.g. focus only on those who actively seek development, high performers, less experienced people, or other specific groups)

- Find it hard to clearly articulate the team player behaviours they expect (so they don’t really know what they are aiming to achieve in this area)
- Overly focused on building team cohesion (at the expense of enhancing team performance)
- Overly focused on driving team performance (at the expense of building team cohesion)
Controller/Recovery Manager
Role Expectations and Capabilities

Leading Strategically

**ROLE EXPECTATIONS**

**NATIONAL**

Key level of focus: Wider system/Sector
Developing and enacting strategic Response and Recovery programmes, strategies and plans that:
- Are critical to the success of the wider system and have a significant influence on a broad and complex range of cross-organisational Response or Recovery priorities.
- Include significant sector-wide participation; and active participation and/or support from CEs, political representatives, iwi, and a range of community stakeholders.
- Involve forward planning, very high levels of complexity, conceptual thinking, and ambiguity; and requires an extended timeframe or shorter timeframes at considerably higher than business as usual tempo for implementation.
- Set within a long-term timeframe for implementation (i.e. months in response, years to decades in recovery).

**CAPABILITIES**

- Thinks strategically within the wider national Response or Recovery system
- Progresses current thinking across the Response and Recovery Management system and application of CIMS
- Develops and/or implements national-level strategies between and during Response or Recovery activations
- Engages people in the national or regional vision for the wider Response or Recovery system
- Engages people in the national or regional Response or Recovery vision
- Enables broad consequence and opportunity management in Readiness and Response
- Demonstrates confidence and supports others in managing in uncertain, high-pressure, or rapidly changing Response or Recovery contexts
- Adaptably applies legislative, regulatory and Response or Recovery doctrine knowledge to achieve strategic advantage
- Enables and ensures future-focused Intelligence-led adaptive Response and Recovery activations
- Enables and ensures strategically focused advanced-planning processes and capabilities are developed and applied in Response and Recovery
- Plans for the long-term nature of transition to and delivery of post-disaster recovery by ensuring succession plans are in place to ensure breadth and depth of leadership
- Exemplifies application of the Recovery environments: social, built, economic and natural
- Considers culture and gender and uses varied and inclusive communication approaches when communicating and engaging with communities

**ROLE EXPECTATIONS**

**NATIONAL/REGIONAL**

Key level of focus: Sector/Group/Organisation
Developing and enacting strategy that:
- Has a significant impact on government, NZ Inc and organisation priorities.
- Includes significant organisation-wide participation (across a medium/large organisation); working in concert with other agencies; and possibly providing sector leadership).
- Enables and relies on active participation and/or support from a range of senior leaders.
- Involves forward planning, high levels of complexity, conceptual thinking, and ambiguity; and a long-term timeframe for implementation (i.e. 5 or more years).

**CAPABILITIES**

- Thinks strategically within the wider national or regional Response or Recovery system
- Contributes to the progress of current thinking across the CIMS-based Response and Recovery Management system
- Contributes to and implements national or regional level Response and Recovery strategies between and during Response and Recovery activations
- Engages people in the national or regional vision for Readiness, Response or Recovery
- Enables broad consequence and opportunity identification and management in national or regional Readiness, Response and Recovery
- Demonstrates confidence and supports others in managing in uncertain, high-pressure, or rapidly changing Response and Recovery contexts
- Demonstrates confidence and supports others in managing in uncertain, ambiguous and fraught Recovery contexts

**NATIONAL**
National Controller, Response/Recovery Manager

**NATIONAL/REGIONAL**
National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager
ROLE EXPECTATIONS

Key level of focus: Sector/Group/Organisation
Developing and enacting strategy that:
• Has a significant impact on organisation priorities.
• Include significant group-wide participation (or participation across a small organisation).
• Include active participation and/or support from a range of group managers.
• Set within a short to medium-term timeframe for implementation (i.e. 3 or more years).

ROLE EXPECTATIONS

Key level of focus: Group/Team
• Developing and enacting an incident action plan, task plan, or recovery plan for a team

Key level of focus: Team/Individual
• Supporting the implementation of organisational strategy

CAPABILITIES

• Thinks strategically at an organisational or local Response or Recovery level
• Progresses current Response or Recovery thinking
• Develops and implements organisational and/or group Response or Recovery strategy
• Engages diverse people in the organisation and group Response or Recovery vision

CAPABILITIES

Team Leader:
• Thinks strategically
• Progresses current thinking
• Develops and implements strategy
• Engages their team in the vision

Team Member:
• Thinks strategically
• Progresses current thinking
• Implements strategy
## Leading with Influence

### ROLE EXPECTATIONS

**Key level of focus: NZ Inc/Wider system/Sector**

Influencing people to implement initiatives that:

- Are critical to the success of the wider system in Response or Recovery and have a significant impact on a broad and complex range of cross-organisation government priorities.
- Include significant sector-wide participation; and active participation and/or support from CEs, political representatives, iwi, and a range of community stakeholders.
- Are associated with very high levels of visibility, contentiousness, and initial resistance.

### ROLE EXPECTATIONS

**Key level of focus: Sector/Group/Organisation**

Influencing people to implement initiatives that:

- Has a significant impact on government, NZ Inc and organisation priorities.
- Includes significant organisation-wide participation (across a medium/large organisation); working in concert with other agencies; and possibly providing sector leadership.
- Enables and relies on active participation and/or support from a range of senior leaders.
- Are associated with high levels of contentiousness and initial resistance.

### CAPABILITIES

- Leads with purpose, persuades, inspires, and communicates clearly across the wider system in Response or Recovery.
- Makes decisions collaboratively and decisively in Response or Recovery.
- Demonstrates executive impact and gravitas on Response or Recovery between and during activations.
- Models ethical and professional standards.
- Displays courage in making difficult decisions.
- Pursues open and honest engagement with all appropriate stakeholders.
- Demonstrates working knowledge of Response or Recovery statutory, regulatory, and guidance context.
- Models a partnership approach with iwi and Maori in Readiness or Recovery.
- Demonstrates knowledge of how uncertainty, scale, time, psychology and endurance make the recovery environment different to business as usual.
- Models and enables community-led Response or Recovery.
- Leads participatory community development principles.
- Applies knowledge of the wide range of effects that decision making will have on communities.
- Demonstrates knowledge of typical needs of social, built, economic and natural environmental spheres.

### CAPABILITIES

- Leads with purpose, persuades, inspires, and communicates clearly across the wider system, sector or organisation in Response or Recovery.
- Makes decisions collaboratively and decisively in Response or Recovery.
- Models ethical and professional standards.
- Displays courage in making difficult decisions.
- Pursues open and honest stakeholder engagement.
- Demonstrates working knowledge of statutory, regulatory, and practice.
- Makes decisions collaboratively and decisively in Response or Recovery.
- Models partnership with iwi and Maori.
- Demonstrates the difference between Response or Recovery and BAU.
- Models and enables community-led Response or Recovery.
- Leads participatory community development principles.
- Applies knowledge of the wide range of consequences that decision-making will have on communities.
- Demonstrates knowledge of typical needs of social, built, cultural, economic and environmental spheres.
ROLE EXPECTATIONS

Key level of focus: Sector/Group/Organisation
Influencing people to implement initiatives that:
• Has a significant impact on organisational priorities.
• Include significant group-wide involvement (or across a small organisation).
• Includes active participation and/or support from a range of group managers.
• Are associated with high levels of contentiousness and initial resistance.

Key level of focus: Group/Team
• Influencing individuals or a team

Key level of focus: Team/Individual
• Influencing individuals

CAPABILITIES

Team Leader:
• Leads with purpose
• Persuades and inspires others
• Communicates clearly
• Communicates with impact

Team Member:
• Persuades others
• Communicates clearly

Agency Functional Manager, Smaller CDEM Group/Local Controller/Recovery Manager
National/Regional/Local Response Management Team Leaders/Members
## Controller/Recovery Manager
### Role Expectations and Capabilities

### Enhancing Organisational Performance

<table>
<thead>
<tr>
<th>NATIONAL</th>
<th>NATIONAL/REGIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ROLE EXPECTATIONS</strong>&lt;br&gt;Key level of focus: Large organisation / Large group&lt;br&gt;Driving organisation and process improvements that:&lt;br&gt;• Lift the performance of a large organisation or larger, diverse and complex group brought together hurriedly in Response or Recovery.&lt;br&gt;• Include significant participation from multiple organisations and units.&lt;br&gt;• Have a measurable and significant positive impact on performance.</td>
<td><strong>ROLE EXPECTATIONS</strong>&lt;br&gt;Key level of focus: Small organisation / Large group&lt;br&gt;Driving organisation and process improvements that:&lt;br&gt;• Lift the performance of a small organisation or large group.&lt;br&gt;• Include significant participation from multiple units.&lt;br&gt;• Have a measurable and significant positive impact on performance.</td>
</tr>
<tr>
<td><strong>CAPABILITIES</strong>&lt;br&gt;• Strengthens cross-organisation CIMS-based Response or Recovery management performance&lt;br&gt;• Fosters a continuous improvement culture in Response of Recovery across all agencies or large group&lt;br&gt;• Leads innovation in Response or Recovery across the organisation in collaboration with partner organisations&lt;br&gt;• Ensures all diverse organisations and their representatives are welcomed, integrated and positively engaged into the wider Response or Recovery programme&lt;br&gt;• Adaptably utilises varying staffing methods and arrangements at relevant times during Response or Recovery&lt;br&gt;• Leads application of knowledge of the social, economic, built, and natural environments and how allocation of resources in one area may affect another&lt;br&gt;• Leads application and dissemination of knowledge of the importance of resource equity between different members of society&lt;br&gt;• Adaptably applies knowledge of the difference between efficient and equitable allocation of resources and outcomes&lt;br&gt;• Empowers and supports people to regain the confidence and control to make decisions in their own lives after disasters</td>
<td><strong>CAPABILITIES</strong>&lt;br&gt;• Strengthens CIMS-based organisational and/or group Response or Recovery management performance&lt;br&gt;• Fosters a continuous improvement culture in Response or Recovery across a large group&lt;br&gt;• Leads innovation in Response or Recovery across the organisation in collaboration with partner organisations&lt;br&gt;• Ensures all diverse organisations and their representatives are welcomed, integrated and positively engaged into the Response or Recovery programme&lt;br&gt;• Leads innovation and ensures national consistency is achieved in Response or Recovery&lt;br&gt;• Adaptably utilises varying staffing methods and arrangements at relevant times during Response or Recovery&lt;br&gt;• Leads application of knowledge of the social, economic, natural, built and cultural environments and how allocation of resources in one area may affect another&lt;br&gt;• Leads application and dissemination of knowledge of the importance of resource equity between different members of society&lt;br&gt;• Adaptably applies knowledge of the difference between efficient and equitable allocation of resources and outcomes&lt;br&gt;• Empowers and supports people to regain the confidence and control to make decisions in their own lives after disasters</td>
</tr>
</tbody>
</table>

### National Controller, Response/Recovery Manager

National Controller, Response/Recovery Manager

### National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager

National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager
ROLE EXPECTATIONS
Key level of focus: Small group
Driving organisation and process improvements that:
• Lift the performance of a small organisation or group.
• Includes significant participation from multiple teams.
• Have a measurable and significant positive impact on performance.

ROLE EXPECTATIONS
Key level of focus: Team
• Driving improvements across a team

ROLE EXPECTATIONS
Key level of focus: Individual
• Identifies opportunities for improvement

CAPABILITIES
• Strengthens organisational CIMS-based Response or Recovery capability and performance
• Fosters a continuous improvement culture across the organisation in Response or Recovery
• Leads organisational Recovery innovation between activations
• Enables and supports all-agency Response or Recovery capability improvement
• Leads innovation and ensures local consistency is achieved following Response or Recovery reviews
• Adaptably utilises varying staffing methods and arrangements at relevant times during Response or Recovery
• Leads application of knowledge of the social, economic, built, and natural environments and how allocation of resources in one area may affect another
• Leads application and dissemination of knowledge of the importance of resource equity between different members of society
• Adaptably applies knowledge of the difference between allocation of resources equally or equitably
• Empowers and supports people to regain the confidence and control to make decisions in their own lives after disasters

CAPABILITIES
Team Leader:
• Strengthens team performance
• Fosters a continuous improvement culture across the team
• Enables and leads innovation across the team
• Ensures all diverse members of the team are integrated and positively engaged

Team Member:
• Supports organisational performance
• Works collaboratively with diverse team members and leadership
## Controller/Recovery Manager

### Role Expectations and Capabilities

#### Enhancing System Performance

<table>
<thead>
<tr>
<th>National</th>
<th>National Controller, Response/Recovery Manager</th>
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</thead>
<tbody>
<tr>
<td>National/Regional</td>
<td>National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager</td>
</tr>
</tbody>
</table>

#### Role Expectations

**Key levels of focus: Sector/Organisational leadership**

Influencing people to implement initiatives that:

- Are critical to the success of the wider system (i.e. If unsuccessful, the result will be a critical system failure); and have a significant impact on a broad and complex range of cross-organisation Response or Recovery priorities.

- Includes significant sector-wide involvement (i.e. Involves taking a clear sector leadership role); and active participation and/or support from political representatives, and a range of community stakeholders; and providing Response or Recovery leadership.

- Are associated with high levels of visibility, contentiousness, and initial resistance.

#### Capabilities

- Demonstrates a sound understanding of current Response or Recovery best practice
- Provides proactive organisational leadership in Response or Recovery contexts
- Provides proactive leadership with partner organisations in Response or Recovery, consistent with CIMS
- Provides whole-of-system Response or Recovery leadership
- Pursues sense-making in VUCA (Volatility, Uncertainty, Complexity and Ambiguity) contexts and encourages this in others.
- Enables and supports system-wide continuous improvement in Response or Recovery contexts
- Models all-agency collaboration and application of CIMS in all aspects of Readiness, Response and Recovery
- Demonstrates high-level expert knowledge of the long-term nature of Recovery
- Demonstrates knowledge of the personal and staff impacts and effects of working in a disaster and post-disaster environments
- Demonstrates expertise in adapably applying different organisational and staffing arrangements for Response or Recovery
- Leads knowledge and application of the type of people and skills required for different stages of Response or Recovery

| National/Regional | National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager |

#### Role Expectations

**Key levels of focus: Sector/Organisational leadership**

Influencing people to implement initiatives that:

- Have a significant impact on Response or Recovery governance priorities.

- Includes significant organisation-wide involvement (across a medium/large organisation); working in concert with other agencies; and possibly providing sector leadership at times.

- Includes active participation and/or support from a range of senior leaders.

- Are associated with high levels of visibility, contentiousness, and initial resistance.

#### Capabilities

- Demonstrates a sound understanding of current Response or Recovery best practice
- Provides proactive organisational leadership in Response or Recovery contexts
- Provides proactive leadership with partner organisations in Response or Recovery, consistent with CIMS
- Provides whole-of-sector or organisation Response or Recovery leadership
- Pursues sense-making in VUCA contexts and encourages this in others
- Enables and supports system-wide continuous improvement in Response or Recovery contexts
- Models all-agency collaboration and coordination in all aspects of Readiness, Response and Recovery
- Demonstrates high-level expert knowledge of the long-term nature of Recovery
- Demonstrates knowledge of the personal and staff impacts and effects of working in a disaster and post-disaster environment
- Demonstrates expertise in adapably applying different organisational and staffing arrangements for Response or Recovery
- Leads knowledge and application of the type of people and skills required for different stages of Response or Recovery
- Leads knowledge of the consequences of working in a post-disaster environment on staff
## ROLE EXPECTATIONS

**Key levels of focus: Sector/Organisational leadership**

Influencing people to implement initiatives that:

- Have a significant influence on government priorities.
- Enable significant organisation-wide involvement (across a medium/large organisation); working in concert with other agencies; and possibly providing sector leadership at times.
- Include and enable active participation and/or support from a range of senior leaders.
- Are associated with high levels of visibility, contentiousness, and initial resistance.

### CAPABILITIES

- Provides organisational leadership in Response or Recovery
- Provides sector leadership in areas of Response or Recovery expertise
- Pursues sense-making in VUCA contexts and encourages this in others
- Enables and supports system-wide continuous improvement in Response or Recovery contexts
- Models all-agency collaboration and coordination in all aspects of Readiness, Response or Recovery
- Demonstrates high-level expert knowledge of the long-term nature of Response or Recovery
- Demonstrates knowledge of the personal and staff impacts and effects of working in a disaster or post-disaster environment
- Demonstrates expertise in adaptably applying different organisational and staffing arrangements for Response or Recovery
- Leads knowledge and application of the type of people and skills required for different stages of Response or Recovery
- Leads knowledge of the impacts and effects of working in a post-disaster environment on staff

## ROLE EXPECTATIONS

**Team Leader Key level of focus: Relationships between internal & external teams**

- Influencing individuals or a team

**Team Member Key level of focus: Individual relationships**

- Influencing individuals

### CAPABILITIES

**Team Leader:**

- Manages internal relationships within the team
- Manages external relationships with other team leaders

**Team Member:**

- Builds internal relationships within the team
- Builds external relationships with members of other teams

---

**Agency Functional Manager, Smaller CDEM Group/Local Controller/Recovery Manager**

**National/Regional/Local Response Management Team Leaders/Members**
# Controller/Recovery Manager

## Role Expectations and Capabilities

### Leading at the Political Interface

<table>
<thead>
<tr>
<th>NATIONAL</th>
<th>ROLE EXPECTATIONS</th>
<th>Key levels of focus: Sector/Organisational leadership</th>
<th>Leading relationships with political and commercial representatives, including:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Traversing a broad and complex range of high-priority cross-sector strategic issues.</td>
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<td></td>
<td></td>
<td>• Deciding and representing an organisation’s views on issues.</td>
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<td></td>
<td></td>
<td>• Providing free and frank advice on highly politically sensitive issues.</td>
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<tr>
<td></td>
<td></td>
<td>• Providing direction to other organisational staff on their approach to political representatives.</td>
<td></td>
</tr>
</tbody>
</table>

### CAPABILITIES

- Leads relationships with political representatives in the CIMS-based Response or Recovery Governance function at national, regional and local levels
- Influences political representatives in relation to Response or Recovery during activations
- Supports regional and local Controllers/Response Managers or Recovery Managers in working effectively with political representatives
- Plans, prioritises, mobilises and allocates resources in recovery equitably based on need
- Negotiates large scale cost-share agreements between local and central government and other partners
- Makes complex and sensitive trade-offs as required
- Applies a number of different lenses, such as technical, social, economic and environmental, when prioritising funding and resource allocation

**Note:** “Political representative” in this context includes respective ministers, local MPs, opposition spokespeople, mayors, regional council and CDEM Group joint committee chairs, and councillors.

<table>
<thead>
<tr>
<th>NATIONAL/REGIONAL</th>
<th>ROLE EXPECTATIONS</th>
<th>Role: Senior Advisory</th>
<th>Taking a senior advisory role in relationships with political representatives, including:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Traversing a broad and complex range of high priority cross-sector strategic Response or Recovery issues.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Interpreting and representing the organisation’s views on issues.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Providing free and frank advice on highly politically sensitive issues.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Providing guidance to other organisational staff on their approach to political representatives.</td>
</tr>
</tbody>
</table>

### CAPABILITIES

- Leads relationships with political representatives at national, regional and local levels in the CIMS-based Response or Recovery Governance at respective levels
- Influences political representatives in relation to Response or Recovery during activations
- Navigates diverse political issues in Response or Recovery
- Supports regional and local Recovery managers in working effectively with political representatives
- Allocates resources equitably and based on need
- Plans, prioritises and mobilises resources in recovery equitably
- Negotiates large scale cost-share agreements between local and central government and other partners
- Makes complex and sensitive trade-offs as required
- Applies a number of different lenses, such as technical, social, economic and environmental, when prioritising funding and resource allocation

## National Officer Roles

<table>
<thead>
<tr>
<th>NATIONAL</th>
<th>National Controller, Response/Recovery Manager</th>
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<tbody>
<tr>
<td>NATIONAL/REGIONAL</td>
<td>National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager</td>
</tr>
</tbody>
</table>
ROLE EXPECTATIONS

Role: Advisory
Taking an advisory role in relationships with political representatives, including:
• Providing advice on issues relevant to a particular area of expertise.
• Communicating an organisation’s views on issues.
• Providing free and frank responses on complex issues.
• Supporting other organisational staff in their approach to political representatives.

ROLE EXPECTATIONS

Team Leader Role: Informational
• Working with political representatives in an informational role

Team Member Role: Delivery
• Delivering work which is aligned with government policy priorities.

CAPABILITIES

• Leads relationships with political representatives at national, regional and local levels in the Response or Recovery space, within CIMS Governance function
• Influences political representatives in relation to Response or Recovery during activations
• Navigates cross-sector political issues in Response or Recovery
• Supports regional and local Response or Recovery managers in working effectively with political representatives
• Allocates resources equitably and based on need
• Plans, prioritises and mobilises resources in Response or Recovery equitably
• Negotiates large scale cost-share agreements between local and central government and other partners
• Makes complex and sensitive trade-offs as required
• Applies a number of different lenses, such as technical, social, economic and environmental, when prioritising funding and resource allocation

CAPABILITIES

Team Leader:
• Works with political representatives
• Informs political representatives
• Navigates political issues

Team Member:
• Shows Political sensitivity (i.e. displays an understanding of the essentials of how the government and public sector work and ensures that written documentation and verbal presentations reflect relevant political sensitivities).
# Controller/Recovery Manager

## Role Expectations and Capabilities

### Identifying and Developing Our Talent

**Enhancing people performance**

Manage people performance and bring out the best in managers and staff; to deliver high quality results for stakeholders and communities.

<table>
<thead>
<tr>
<th>NATIONAL</th>
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</thead>
<tbody>
<tr>
<td><strong>ROLE EXPECTATIONS</strong>&lt;br&gt;Span of control: Very large group</td>
<td><strong>ROLE EXPECTATIONS</strong>&lt;br&gt;Span of control: Large group</td>
</tr>
<tr>
<td>Managing and leading a very large Incident Management Team or Recovery Management Office (or organisation), with:</td>
<td>Managing and leading a large Incident Management Team or Recovery Management Office (or small/medium organisation), with:</td>
</tr>
<tr>
<td>• A complete range of functions and professional disciplines (i.e. An entire organisation, or equivalent).</td>
<td>• A diverse range of functions and professional disciplines.</td>
</tr>
<tr>
<td>• Multiple organisational layers below the role (four or more).</td>
<td>• Multiple organisational layers below the role (three or more).</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>NATIONAL</th>
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<tbody>
<tr>
<td><strong>CAPABILITIES</strong></td>
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</tr>
<tr>
<td>• Sets clear expectations for senior leaders (i.e. communicates the outcomes and performance standards required of functional areas, including functions beyond their own technical expertise; and role-models expected standards of behaviour)</td>
<td>• Sets clear expectations for senior managers (i.e. communicates the outcomes and performance standards required of their areas of responsibility, including areas beyond their own technical expertise; and role-models expected standards of behaviour)</td>
</tr>
<tr>
<td>• Supports and reinforces high performance of senior leaders (i.e. actively encourages and reinforces high performance; and encourages their direct reports to set ambitious stretch goals and push themselves outside their comfort zones)</td>
<td>• Supports and reinforces high performance of managers and lower level leaders (i.e. actively encourages and reinforces high performance; and encourages their direct reports to set ambitious stretch goals and push themselves outside their comfort zones)</td>
</tr>
<tr>
<td>• Manages senior leadership performance (i.e. provides timely, clear, and constructive feedback about areas for improvement; and works alongside direct reports to uncover and resolve barriers to performing at a high level, even when issues are highly complex and ambiguous)</td>
<td>• Manages performance of managers (i.e. provides timely, clear, and constructive feedback about areas for improvement; and works alongside direct reports to uncover and resolve barriers to performing at a high level, even when issues are complex and ambiguous)</td>
</tr>
</tbody>
</table>

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**National Controller, Response/Recovery Manager**

**National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager**
### ROLE EXPECTATIONS

**Span of control:**
- Managing and leading a small Incident Management Team or Recovery Management Office management team.
- Managing and leading a group, with:
  - Over 50 staff deployed.
  - A range of professional disciplines. Multiple organisational layers below the role (two or more)

### CAPABILITIES
- Sets clear Response and Recovery-related expectations for managers (i.e. communicates the outcomes and behaviours required of their direct reports and their teams; and role-models expected standards of behaviour)
- Supports and reinforces high performance of managers (i.e. actively encourages and reinforces high performance; and shows a strong belief in people’s ability to perform to a high level)
- Manages managerial performance (i.e. provides timely, clear, and constructive feedback about areas for improvement; and resolves issues in a timely way)

---

### ROLE EXPECTATIONS

**Team Leader Role:**

**Span of control: Team**
- Managing and leading a team (i.e. of four or more staff)

**Team Member Role:**

**Span of control: Individual**
- Delivering results as an individual contributor

### CAPABILITIES
- Sets clear Response and Recovery-related expectations for individuals (i.e. communicates and role-models the behaviours required to achieve expectations)
- Supports and reinforces individual high performance (i.e. understands their managerial responsibilities to staff; and shows a strong belief in people’s ability to perform to a high level)
- Manages individual performance (i.e. provides timely, clear and constructive feedback about areas for improvement; and agrees actions required to address performance issues)
Controller/Recovery Manager
Role Expectations and Capabilities

Identifying and Developing Our Talent

Developing talent
Coach and develop diverse talent; to build the people capability required to deliver outcomes.

<table>
<thead>
<tr>
<th>ROLE EXPECTATIONS</th>
<th>CAPABILITIES</th>
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</thead>
<tbody>
<tr>
<td><strong>NATIONAL</strong></td>
<td></td>
</tr>
<tr>
<td>Span of control: Very large group</td>
<td>Managing and leading a very large Incident Management Team or Recovery Management Office (or organisation), with:</td>
</tr>
<tr>
<td></td>
<td>• A complete range of functions and professional disciplines (i.e. An entire organisation, or equivalent).</td>
</tr>
<tr>
<td></td>
<td>• Multiple organisational layers below the role (four or more).</td>
</tr>
<tr>
<td></td>
<td>• Multiple geographical locations.</td>
</tr>
<tr>
<td></td>
<td>Coaches and mentors senior leaders (i.e. coach senior leaders to build their self-awareness, take action on their development insights, and enhance the capabilities required in their current roles and/or the roles they aspire to)</td>
</tr>
<tr>
<td></td>
<td>Develops senior leadership capability (i.e. takes a purposeful and proactive approach to developing direct reports; and encourages them to participate in a broad range of tailored and fit-for-purpose development activities)</td>
</tr>
<tr>
<td></td>
<td>Develops organisational capability (i.e. takes a purposeful and systematic approach to succession planning and building diverse people capability across their organisation)</td>
</tr>
<tr>
<td><strong>NATIONAL/REGIONAL</strong></td>
<td></td>
</tr>
<tr>
<td>Span of control: Large group</td>
<td>Managing and leading a large Incident Management Team or Recovery Management Office (or small/medium organisation), with:</td>
</tr>
<tr>
<td></td>
<td>• A diverse range of functions and professional disciplines.</td>
</tr>
<tr>
<td></td>
<td>• Multiple organisational layers below the role (three or more).</td>
</tr>
<tr>
<td></td>
<td>Coaches and mentors sector and organisation managers (i.e. coach group managers to take action on their development insights and enhance the capabilities required in their current roles and/or the roles they aspire to)</td>
</tr>
<tr>
<td></td>
<td>Develops sector and organisation manager capability (i.e. takes a purposeful and proactive approach to developing direct reports; and encourages them to participate in a broad range of fit-for purpose development activities)</td>
</tr>
<tr>
<td></td>
<td>Develops sector and organisational capability (i.e. takes a purposeful approach to succession planning and building diverse group capability)</td>
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<tr>
<td>NATIONAL/REGIONAL</td>
<td>National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager</td>
</tr>
</tbody>
</table>
Identifying and Developing Our Talent

Developing Talent
Coach and develop diverse talent; to build the people capability required to deliver outcomes.

ROLE EXPECTATIONS
Span of control:
- Managing and leading a small Incident Management Team or Recovery Management Office with a range of professional disciplines deployed.
- Multiple organisational layers below the role (two or more).

TEAM LEADERS/MEMBERS

REGIONAL/LOCAL

CAPABILITIES
- Coaches and mentors managers (i.e. coach their direct reports to engage them in finding solutions, develop their problem-solving skills, and enhance the capabilities required to deliver outcomes in their current roles and the roles they aspire to)
- Develops managerial capability (i.e. takes a purposeful approach to developing direct reports; and encourages them to participate in fit-for-purpose development activities)
- Develops work area capability (i.e. takes a purposeful approach to encouraging diverse talent and addressing capability gaps across their area of responsibility)

ROLE EXPECTATIONS
Team Leader Role:
Span of control: Team
- Managing and leading a team (i.e. of four or more staff)

Team Member Role:
Span of control: Individual
- Delivering results as an individual contributor

Agency Functional Manager, Smaller CDEM Group/Local Controller/Recovery Manager
National/Regional/Local Response Management Team Leaders/Members
Controller/Recovery Manager
Role Expectations and Capabilities

Identifying and Developing Our Talent

Enhancing team performance
Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.

**ROLE EXPECTATIONS**
Span of control: Very large group

- Managing and leading an Incident Management Team or Recovery Management Office for a large organisation.

**CAPABILITIES**
- Sets clear executive team objectives and expectations (i.e. so that their direct reports are crystal clear about their roles within and expected contribution to the executive team, and works with the team to define the organisational leadership requirements of their roles)
- Monitors executive team cohesion and performance (i.e. has an up-to-date and comprehensive understanding of the strengths and weaknesses of how their executive team work together to achieve outcomes)
- Strengthens executive team cohesion and performance (i.e. strengthen their executive team’s ability to work collaboratively and cohesively to drive organisational and sector outcomes)

**ROLE EXPECTATIONS**
Span of control: Large group

- Managing and leading an Incident Management Team or Recovery Management Office for medium-sized organisation.

**CAPABILITIES**
- Sets clear senior management team objectives and expectations (i.e. so that their direct reports are crystal clear about their expected contribution to the senior management team, and works with the team to define the organisational leadership requirements of their roles)
- Monitors senior management team cohesion and performance (i.e. understands the strengths and weaknesses of how their senior management team work together to achieve outcomes)
- Strengthens senior management team cohesion and performance (i.e. strengthens their senior management team’s ability to work collaboratively and cohesively to drive organisational outcomes)

NATIONAL/REGIONAL

- National Controller, Response/Recovery Manager
- National Agency, Larger CDEM Group, Metropolitan City – Controller/Recovery Manager
Identifying and Developing Our Talent

Enhancing team performance
Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.

ROLE EXPECTATIONS

Span of control:
- Managing and leading a small Incident Management Team or Recovery Management Office management team

TEAM LEADERS/MEMBERS

ROLE EXPECTATIONS

Team Leader Role:
Span of control: Team
- Managing and leading a team (i.e. of four or more staff)

Team Member Role:
Span of control: Individual
- Delivering results as an individual contributor

CAPABILITIES
- Sets clear management team Response or Recovery objectives and expectations (i.e. clearly communicates their management team’s objectives, and works with the team to define team roles and responsibilities, and the team environment they aspire to)
- Monitors management team cohesion and performance (i.e. understands the strengths and weaknesses of how their management team works together to deliver outcomes)
- Strengthens management team cohesion and performance (i.e. focus their direct reports on achieving shared objectives, so that they strengthen their management team’s ability to work collaboratively and cohesively to achieve outcomes

TEAM LEADERS/MEMBERS

ROLE EXPECTATIONS

Team Leader Role:
Span of control: Team
- Managing and leading a team (i.e. of four or more staff)

Team Member Role:
Span of control: Individual
- Delivering results as an individual contributor

CAPABILITIES
- Sets clear Response or Recovery-related objectives and expectations (i.e. communicates their team’s objectives and works with the team to define the team player behaviours they expect)
- Monitors team cohesion and performance (i.e. understands the strengths and weaknesses of how their team works together to deliver outcomes)
- Strengthens team cohesion and performance (i.e. cultivates team player behaviours among their direct reports)

Agency Functional Manager, Smaller CDEM Group/Local Controller/Recovery Manager
National/Regional/Local Response Management Team Leaders/Members
References


