

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 8

A18

Capability Integration

Capability integration involves entities building their capabilities together in a way that complements existing capability within the community. Capability integration is dependent on a shared understanding of the goals that guide the sector, and the ability to share and manage resources appropriately.

Outcome 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

This is about entities building complementary capabilities: how entities work together to understand and coordinate capability and capacity, and how training and exercising programs are collaboratively developed and implemented to promote consistent understanding in the sector.

Examples of applying the Accountabilities to Outcome 8

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities have agreements such as Memorandums of Understanding in place with other entities to establish the way they will share resources during an event
- The role of entities in developing exercises has been identified and documented, for example it is noted in the disaster management group meeting minutes that they have been delegated responsibility to lead development of the annual exercise

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise their personnel to work with other entities to coordinate their disaster management training programs
- The [Disaster Management Regulation 2014](#) provides the basis for entities to be represented on disaster management groups

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities have identified who has the authority to make and approve decisions about giving other entities access to their internal systems
- Entities work within the authorising environment that exists for the provision of services and resources during an event, such as the Request for Assistance process identified in the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities have arrangements in place to regularly report on their Training Needs Analysis and update it when training is undertaken to ensure that their workforce is appropriately trained
- Entities have arrangements in place for reporting on the outcomes of exercises, such as the requirement to fill out a participant feedback report to help to evaluate the success of the exercise

Decisions are recorded as they are made, and their implementation is monitored

- Entities document the decisions made with other entities to grant access to each other's systems or resources, such as keeping copies of formal letters and emails that confirm the access arrangements in place, and monitor how frequently these arrangements are enacted
- The decision for entities to develop and deliver cross-agency training is documented, and whether this results in improved understanding of other entities' capabilities and roles is monitored

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role of entities to develop a training program is based on relevant doctrine, such as the requirement to ensure that disaster management practitioners are properly trained under the [Disaster Management Act 2003](#)
- The responsibility for entities to ensure that individuals have the training needed to fulfil their disaster management roles is based on relevant doctrine, such as internal policies

The action or activity is based on relevant doctrine

- Entities base their exercise program on relevant doctrine, such as the Terms of Reference of their disaster management group
- The required training that entities include in their Training Needs Analysis is based on doctrine, such as the modules in the [Queensland Disaster Management Training Framework](#) that are mandatory or needs-based for certain roles
- Entities develop exercises in line with national guidelines for exercise management, such as the Australian Institute for Disaster Resilience's [Managing Exercises Handbook](#)

Doctrine is agreed and shared between entities

- Entities share the doctrine their disaster management strategy is based on with other entities when working together to develop coordinated strategies
- The doctrine that gives entities the responsibility to provide training to other entities is widely known, such as the [Disaster Management Act 2003](#)

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use common language and reference source documents such as the [Queensland Disaster Management Lexicon](#) for specific terminology when developing exercises
- Entities include definitions of specific or uncommon terms used during an event in any training packages that they develop for that kind of event

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities develop positive relationships with individuals both internally and from other entities that enable the building of shared capability
- Entities maintain a network of trusted contacts from within the disaster management sector that makes it easier to give and gain access to each other's resources through formal and informal agreements

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities document the training needed to perform certain roles during an event, and invite relevant stakeholders and community members to attend training courses
- Entities ensure that their personnel's training is up to date by ensuring refresher courses are taken as prescribed by the [Queensland Disaster Management Training Framework](#)

Opportunities are provided for on-the-job training and development

- Entities give personnel involved in creating policy and procedures the opportunity to be involved in exercising and training development for those documents
- Entities give personnel the opportunity to develop new skills and further understanding of other entities' roles, by partnering them with individuals from other entities during inter-agency exercises

Upskilling and cross-training provide a reserve of personnel

- Entities provide relevant emergency management training, such as psychological first aid courses, to community members who provide volunteer assistance during events
- Entities provide pre-season training and resources to remote communities, so that if the area becomes inaccessible to practitioners, there are others located there who can fill their roles

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have a learning management system, or access to a learning management system, for the delivery of online training
- Entities have tools such as template agreements that can be used as a basis to establish service delivery agreements with other entities
- Entities have the tools needed to deliver training and exercises, such as training resources and trainer notes

Enablers are accessible to the relevant entities, including the community if necessary

- Entities make training for relevant technologies accessible to other entities by including them in formal training opportunities and providing them with the logins needed to fully participate
- Entities have access to the resources needed to develop inter-agency exercises, such as a bookable room with a projector so that multiple people from different entities can view the same screen when working together

Enablers meet the needs and requirements of all relevant entities

- Inter-agency training programs contain training courses and modules that are relevant to the entities involved, and are delivered in a way that enables them all to participate
- The tools entities use to ensure service agreements with other entities are maintained, such as calendar reminders that include sufficient lead time to renew the agreement, meet their needs

Benchmarks for the performance of enablers have been established and are being met

- The physical tools and equipment used by entities during exercises meet minimum performance requirements set for them by the entity
- The tools used by entities to develop coordinated strategies with other entities work the way that they need to, for example their computer works and can open and edit the file types being used

Alternatives or backups are in place

- If entities are not able to attend face-to-face training, they can be granted access to online training modules through a learning management system
- Entities have backup resources in place if the primary resource being used during an exercise is not available, such as having an additional room booked if the primary location for a desktop exercise is not available on the day

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process in place which includes information about the training program

- Entities include information about the agreements in place with other entities in their lessons management program

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities know which capabilities are needed in order to develop and deliver exercises, and which training is needed to build them, such as the relevant modules in the [Queensland Disaster Management Training Framework](#)
- Entities know which capabilities they need in order to enter into agreements with other entities, and what the training needs are for those capabilities, for example when formal agreements need to be legally binding entities may engage assistance from a trained legal practitioner

A variety of exercising and testing methods are being conducted and evaluated

- Entities vary the method of exercising when delivering on their exercising program, by using a combination of desktop, field and functional exercises, and involving a variety of entities depending on and suitable to the scenario
- Entities test the way they work together with other entities, including new skills developed to meet an identified need, to determine whether their capabilities are integrated

Insights are included in a lessons management process

- Entities make observations and develop insights about the success of joint exercises in their lessons management program
- Entities develop insights from observations that are included in their lessons management program about the kinds of cross-agency agreements that have proven beneficial

Lessons identified are shared with other entities, and with the community when relevant

- Entities share the lessons identified about the potential to build shared capacity with the other entities that could help to build it
- Entities share lessons identified about how to successfully develop a collaborative exercise with other entities, with other individuals who might try to do the same thing

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities make improvements to their training program to fill gaps that have been identified in both internal and cross-agency capability
- Entities suggest changes to the agreements they have in place with other entities for the provision of services and resources based on different needs identified during operations

Contact

Contact us for more information or to share your good practice ideas:

info@igem.qld.gov.au

www.igem.qld.gov.au