

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 11

AI11

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 11: Recovery operations minimise the negative impacts of an event on the community and provide the support needed for recovery

This is about recovery operations: the attributes that they have, the needs they meet, and the way that entities conduct them.

Examples of applying the Accountabilities to Outcome 11

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' roles during recovery operations have been agreed to and documented
- The role of individuals during recovery operations and the responsibilities attached have been identified and documented, for example they are detailed in internal procedures

Entities have been authorised to carry out their delegated responsibilities

- Entities have the authority to perform recovery operations, for example they are delegated with recovery responsibilities in the [Queensland State Disaster Management Plan](#)
- Entities authorise their personnel to perform disaster recovery roles

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

- Entities know which decisions they are authorised to make and approve during disaster recovery operations, and which decisions other entities are responsible for
- Individuals know who in their entity has the authority to give approval for the activities they conduct when performing a recovery role

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

- There is a process in place for entities to record the actions taken during recovery operations, and report on them
- Entities have a process in place for monitoring the decisions they make during recovery operations

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

- Entities keep a record of the decisions they make about how to conduct recovery operations, and monitor them to see whether they achieve the intended results
- Entities record the decisions they make during recovery operations, and monitor them for effectiveness

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role of entities during recovery operations are based on doctrine such as the [Queensland Recovery Plan](#)
- The responsibilities associated with individuals' recovery roles are based on relevant doctrine such as internal operating procedures

The action or activity is based on relevant doctrine

- The way that entities perform activities during recovery operations are based on doctrine such as plans or guidelines
- The actions that entities take during recovery operations are based on doctrine such as the [Queensland State Disaster Management Plan](#) and associated sub plans

Doctrine is agreed and shared between entities

- The doctrine used by entities to inform their recovery roles and the actions they take is available to other entities with a role in recovery
- Entities share internal doctrine regarding recovery operations with other entities that are involved in the same operation, for example the community recovery plan with other entities that are on the same human and social recovery committee

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

- Entities use terminology that is consistent with doctrine such as the [Australian Disaster Resilience Glossary](#) and the [Queensland Disaster Management Lexicon](#) when discussing recovery operations with others
- Entities use plain language when conducting recovery operations, for example when delivering recovery assistance to community members entities use common, easy-to-understand terms and avoid jargon and industry-specific language

People

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

- Entities establish and maintain networks with other entities with disaster recovery roles, for example by being active members on inter-agency recovery sub-committees
- Entities establish good relationships with others who work in the disaster recovery space, such as other entities they work with in community recovery hubs, which enable collaborative work to be easier and more effective

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

- Entities complete a training needs assessment for the recovery roles that they are responsible for, and regularly assess whether personnel in those roles are sufficiently trained
- Entities include the skills and knowledge required for recovery roles in the role description, and facilitate personnel to meet these requirements

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

- Entities give personnel the opportunity to further develop their skills during disaster recovery operations by putting their training into practice
- Entities give personnel the opportunity to develop new skills while performing a recovery role, such as learning how to take down the details of community members who call a recovery hotline and refer them to the appropriate entity for assistance

Upskilling and cross-training provide a reserve of personnel

- Entities upskill personnel so that more than one person can perform each recovery role, in case the individual who is primarily responsible is not available
- Work groups within entities cross-train in each other's recovery roles so that they can assist each other, or cover each other's shifts if required

Enablers

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

- Entities have the tools needed to perform recovery operations, such as the physical equipment or vehicles needed to clear roads of fallen trees
- Entities ensure that personnel have the resources needed to perform recovery roles, such as the procedures that explain how to perform the role that they have been allocated

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

- The tools that individuals use when performing their recovery role are accessible, for example they have a working username and password for online systems they need to use
- Entities have access to the resources needed to conduct recovery operations, for example entities have access to the results of completed damage assessments when developing a recovery plan

Enablers meet the needs and requirements of all relevant entities

- The resources such as computers and software used by individuals when performing their recovery roles meet their needs
- The tools and equipment used by entities during recovery are suitable for the job they are being used for

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

- The information resources, such as procedures and guidelines, that support individuals performing recovery roles accurately and clearly explain how to perform those roles when followed
- Entities determine the minimum requirements they have of the tools that they use during recovery operations, and the tools meet these requirements

Alternatives or backups are in place

- Individuals can access alternative tools and equipment to perform their recovery roles if they can't access the tools they would normally use
- Entities have backup equipment in place if the usual equipment used when conducting recovery operations fails or is in an inaccessible location

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process which includes the activities they perform during recovery operations

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

- Entities identify the training required in order for personnel to perform recovery roles, such as the mandatory or needs-based training identified in the [Queensland Disaster Management Training Framework](#)
- Entities identify the workforce capabilities they need in order to fulfil their roles during recovery, and the personnel with the training that meets these capabilities

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

- Entities perform regular tests on the systems used during recovery operations and determine whether they are working as they should be
- Entities include recovery operations in various types of exercises, and evaluate performance through debriefing

Insights are included in a lessons management process

- Entities include observations made when conducting recovery operations in their lessons management process, and develop insights from similar observations
- Entities develop insights about recovery operations from observations made during exercises, and include them in the lessons management process

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

- Entities share the lessons identified about the way recovery roles are performed with other entities with similar roles
- Entities share lessons that they identify about the way recovery has been conducted with other entities, so that they can determine whether those lessons might also apply to them

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

- Entities make improvements to the way recovery roles are performed based on insights formed during exercises and testing
- Entities improve their recovery operations based on insights gained through event debriefs

Contact

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