

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 12

AI12

Collaboration and coordination

Collaboration and Coordination refers to how entities consider an integrated approach, and work together to promote a positive environment within the disaster management sector across all phases of disaster management. It includes the ways in which they show leadership and commitment to the principles behind disaster management.

Outcome 12: Entities proactively work together in a cooperative environment to achieve better results for the community

This is about the way entities work: how lines of command and control are implemented and adhered to, how entities work with liaison officers and the community, and how decisions are made and documented.

Examples of applying the Accountabilities to Outcome 12

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

- Individuals know what their disaster management role is and how it interacts with the roles of others both internally and in other entities
- Entities identify how their role in disaster management aligns and works together with the roles of other entities

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise their personnel to work with other entities to better understand what their needs are and how they can be supported when conducting disaster management activities
- Entities have the authority to implement the lines of control that they are responsible for, for example it is given in the [Disaster Management Act 2003](#) or the [Queensland State Disaster Management Plan](#)

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

- Entities understand the different lines of command and control in disaster management, and which entities are authorised to make and approve decisions
- Entities know which decisions about disaster management they have the responsibility to make and approve

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

- Entities have arrangements in place for monitoring the work they do related to disaster management, such as processes to collect data on the effectiveness of the disaster management activities performed each year
- Entities have arrangements in place to enable reporting on their overall disaster management capability and capacity

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

- Entities record and monitor the impact of decisions made when working toward a shared goal with other entities
- Entities keep a record of the decisions made when working together with others, for example when participating in a multi-agency planning meeting, records are kept of which action items each agency has decided to take ownership of

Doctrine

Roles and responsibilities are based on relevant doctrine

- Entities' roles to establish lines of control in certain situations or during certain disaster events is based on relevant doctrine, such as the [Queensland State Disaster Management Plan](#)
- The responsibility of individuals to be proactive in working together with other entities is established in the internal processes associated with their disaster management roles

The action or activity is based on relevant doctrine

- The regularity with which disaster management groups meet is based on relevant doctrine such as the [Disaster Management Act 2003](#) and the parameters that member agencies have agreed to in the Terms of Reference
- The way that entities work with other internal work groups to develop understanding about disaster management is based on doctrine, for example it forms part of the business continuity plan

Doctrine is agreed and shared between entities

- The processes and procedures around how entities work together with other entities under established lines of control are developed together with, and shared with those entities

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

- Entities use common language when working with other entities, and avoid using internal jargon and acronyms that might hinder understanding
- The terminology used by entities when working cooperatively with other entities is consistent with doctrine such as the [Queensland Disaster Management Lexicon](#)

People

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

- Entities actively participate in the networks and groups they are part of, for example delegates attend most meetings to maintain a connection with other entities and deliver on responsibilities
- Entities build relationships with others, both internally and with those from other entities, that help them to work together effectively when needed
- The relationships that entities have with others in the sector enable them to seek advice, ask questions, and answer them openly and honestly

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

- Entities complete the training needed in order to work effectively in an inter-agency disaster management environment, such as the [Queensland Disaster Management Training Framework](#) module on the Queensland Disaster Management Arrangements, which explains how these arrangements are intended to operate
- Entities complete a training needs assessment and facilitate their workforce to develop the skills needed to work in cooperation with others on disaster management projects
- Entities provide cultural intelligence training to individuals who will be working in partnership with Aboriginal peoples and Torres Strait Islander peoples as part of their disaster management role

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

- Entities give personnel the opportunity to attend meetings with other entities where disaster management is being discussed, to develop new skills and relationships
- Entities encourage their personnel to work in partnership with others for short periods of time, to learn more about their role in disaster management

Upskilling and cross-training provide a reserve of personnel

- Entities nominate and train deputies for each of the groups they are a member of, so that there is another person who can attend meetings if the primary member is not available
- Personnel in the same work group upskill in each other's roles, so that they can fill in if the primary person responsible is not available to fulfil a role

Enablers

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

- Liaison officers deployed to another entity's coordination centre are provided with the correct access codes and a pass that allows them to access the centre, and abide by the agreed procedures for use
- Entities have tools such as software that enables different agencies involved in a cross-agency activity or project to share and work together

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

- Entities have access to a register of phone numbers and email addresses that enables them to contact and work with community groups and leaders
- Entities provide usernames and passwords to the other entities they are working with so that they can access specialist software if required

Enablers meet the needs and requirements of all relevant entities

- The information and data shared by entities when working together with other entities is applicable to the work being performed and meets the needs of everyone involved
- The tools used by entities when working on a collaborative project meet the needs of the other entities involved, for example when working with others in remote locations, meetings are held via teleconference or virtually so that all entities can attend and participate

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

- The tools used by entities to facilitate collaborative work with others work as required, for example the chosen file transfer system can handle files of the size that will be produced by the project

Alternatives or backups are in place

- Entities have alternative options in place for collaborating with other entities, for example if files and information cannot be shared using file transfer software, they can be loaded to a USB and posted
- Entities can access an alternative method of performing their duties when working within cross-agency arrangements, for example meetings can be attended either in person or virtually

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process that can include the actions performed when working cooperatively together with other entities
- Entities include the activities they perform in collaboration with others in their lessons management process

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

- Entities know what capabilities are needed when working with other entities, such as certain skill sets that might be required on inter-agency projects
- Entities identify the capabilities their workforce needs to have in order to work effectively within cross-agency arrangements, and has identified the training that will facilitate the development of these capabilities

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

- Entities use exercises to test the way that they operate within their own and other entities' lines of control
- Entities include their internal command structure in exercises, and test it to ensure that everyone internally understands how to operate

Insights are included in a lessons management process

- Entities make observations and insights about the way they work together with other entities, such as the extent to which other entities' information requirements and capabilities are understood, and include them in the lessons management process
- Entities use their lessons management process to develop insights about the way they work together with other entities within the disaster management arrangements

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

- Entities share the lessons identified about how they collaborated with others, with other entities who were involved in that activity to promote cross-agency learning and understanding
- Entities share the lessons they identify through working within cross-agency arrangements with other entities

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

- Entities make improvements to the way they work with others based on insights and learnings gained during exercises or joint operations
- Individuals improve on the way that they interact with individuals from both their own and other entities based on insights gained by working with others

Contact

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