

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 13

A113

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 13: A collaborative culture exists within disaster management

This is about creating a positive learning culture in the disaster management sector: how entities and individuals work together and invest in opportunities to improve themselves and each other.

Examples of applying the Accountabilities to Outcome 13

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 identify the things they can do within disaster management roles to cultivate a collaborative culture, and include them in an annual performance plan
- Entities identify the role that they can take to help build a positive learning culture within disaster management

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise their personnel to explore opportunities to collaborate with others, such as designing a multi-agency exercise in collaboration with delegates from other entities
- Entities grant their personnel the authority to integrate disaster management into normal business, such as aligning the business continuity plan with disaster management plans

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

- Entities agree to an authorising environment to gain approval for the activities and decisions that need to be made when collaborating on a project with other entities

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

- Entities report back to all the entities involved in a collaborative project about the outcomes of that project by providing regular updates and actively participating in meetings and discussions
- Entities have arrangements in place for reporting back to other entities or groups they are members of, about the outcomes of actions they take to show leadership and invest in disaster management practices

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

- Entities record the decisions they make in relation to collaborative projects with other entities, and monitors them to ensure that they are implemented

- Entities monitor the decision for their personnel to contribute to a collaborative project to ensure that they are given the support necessary to fulfil that contribution

Doctrine

Roles and responsibilities are based on relevant doctrine

- Entities' responsibility to cultivate a collaborative culture in the disaster management sector is based on relevant doctrine, for example it is based on an outcome in the [Standard for Disaster Management in Queensland](#)
- The roles performed by entities when working collaboratively with others are based on relevant doctrine such as the [Queensland State Disaster Management Plan](#)

The action or activity is based on relevant doctrine

- The projects that entities choose to collaborate on are based on doctrine, for example a collaborative approach to adaptation and building community resilience is identified as being most effective in the [Emergency Management Sector Adaptation Plan for climate change](#)
- There is a basis in doctrine for entities to build trusted relationships with others across the disaster management sector, for example when building relationships with others in the sector entities consider the partnerships principle in the [Emergency Management Assurance Framework](#)

Doctrine is agreed and shared between entities

- Entities share relevant internal doctrine with others when working together in collaboration
- When entities develop sector-wide doctrine, they involve a wide range of different entities to help to co-design it, and gain broad agreement on its content prior to implementation

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

- Entities use consistent terminology and define terms based on doctrine such as the [Queensland Disaster Management Lexicon](#) or the Australian Institute for Disaster Resilience's [Australian Disaster Resilience Glossary](#) when sharing their experience with others
- Entities use common language and avoid internal jargon when collaborating with others, to help to enable understanding and create a participatory environment

People

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

- Entities actively build relationships with others in the disaster management sector and use those relationships to build each other's capability through the sharing of knowledge and experience
- Entities are active participants in a disaster management community of practice, to help build skills and share knowledge, and build a strong network of practitioners

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

- Individuals identify additional skills that they could develop through collaboration with other entities, for example through working on a cross-agency community engagement campaign, individuals identify an opportunity to complete training on community engagement methods
- Entities show a commitment to sustainable disaster management practices by identifying and investing in training for their workforce, for example individuals with a disaster management role are sponsored to complete their Advanced Diploma of Public Safety (Emergency Management)

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

- Entities include a section on disaster management and business continuity in induction training for new employees
- Entities support a mentoring program and provide personnel with the time and resources needed to participate in it

- Entities endorse their personnel allocating a portion of time to professional development, such as completing additional modules in the [Queensland Disaster Management Training Framework](#), or speaking to someone with specialist knowledge of a subject area to broaden their knowledge

Upskilling and cross-training provide a reserve of personnel

- Entities provide personnel with opportunities to expand their skill set, enabling them to step into different roles as needed, for example individuals learn how to operate the software used by another state, and are therefore able to supplement their team during an event
- Individuals complete training that enables them to be allocated to a range of different roles or assist another entity through a formal agreement during an event, such as the [Council to Council \(C2C\)](#) sharing arrangements

Enablers

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

- Individuals have the tools needed to act on collaborative opportunities with others, such as a laptop or mobile device that can be used remotely when working at another entity's facility
- Entities have an up-to-date contact list of relevant individuals in other entities, to enable peer-to-peer sharing and consultation

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

- The resources used by entities when collaborating with others are accessible to others, for example shared documents are screen-reader enabled to make them more accessible to colleagues who are visually impaired
- Entities use tools that are accessible to the other entities they are collaborating with, for example tools and resources can be accessed with commonly used software so that the ability to collaborate does not require other entities to invest in specialist software

Enablers meet the needs and requirements of all relevant entities

- Entities adapt the tools used during collaborative opportunities so that they meet the needs of all entities involved, such as by adding extra columns in a data collection tool to meet another entity's information requirements
- The resources used by entities meet the requirements of others they are working with, for example plans and procedures that guide entities' actions include links or information regarding the related actions that other entities should be taking

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

- When working together on a document or policy, entities establish a minimum requirement that the cloud-based software being used is accessible to everyone on their own devices, and allows all involved to contribute simultaneously, and this requirement is being met
- Entities establish a requirement for disaster management to be explicitly referred to in the resources of other internal work groups, such as the strategic and operational plans of other internal departments, to enable linking-up of different operational requirements during an event

Alternatives or backups are in place

- Entities have alternative tools for collaborating and sharing with others, for example if there is no internet connection to allow exchange of emails, there is a satellite phone that will work

Continuous Improvement

An established lessons management process is being undertaken

- Entities include the actions they take to facilitate collaboration with others in their lessons management process

- Entities establish a lessons management process that involves other entities when they are working on a cross-agency project

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

- Entities identify the capabilities needed in order to pursue collaborative opportunities with other entities, and the training that would generate those capabilities

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

- Entities ask other entities to participate in exercises and include feedback from those other entities in the exercise debrief and evaluation
- Individuals test whether the ways that they intend to collaborate with others are going to work, and modify them based on the results of those tests, for example test links are sent from cloud-based software to see whether everyone can access them

Insights are included in a lessons management process

- Entities make observations and form insights about the relative benefits of collaboration and include them in the lessons management process
- Individuals include observations about the impact of participation in a cross-agency network on their capabilities and skills development in their entity's lessons management process
- Entities include insights about the interdependencies they have with other entities in the lessons management process

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

- Entities share the lessons they identify about better ways of collaborating with other entities
- Individuals share the lessons they identify about how operating in a collaborative culture has benefited them with others, for example they talk to others about their mentoring experience

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

- Entities adapt the way they collaborate with others based on feedback from that process, for example they change the way that input on policy documents is sought based on the preferred engagement methods of the target audience
- Individuals test different methods of performing certain roles or activities when they observe others who are achieving better outcomes by operating in a different way

Contact

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