

The Australian Emergency Manager — A Journey towards Professionalisation

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WHAT IS THE PROBLEM?

Emergency events are increasingly impacting the Australian community. Preventing, preparing, responding and recovering from emergencies is a role undertaken by a person known colloquially, but amorphously as an emergency manager.

THE RESEARCH QUESTION?

What human capacity demands should inform the development and appointment of an emergency manager?

RESEARCH SCOPE

- Australian Emergency Events
- 1/1/1997 to 31/12/2017
- Judicial and Semi Judicial Inquires
 (judicial and semi-judicial inquires have independence and a requirement to provide information—hence better data)

WHAT DID THE LITERATURE SHOW?

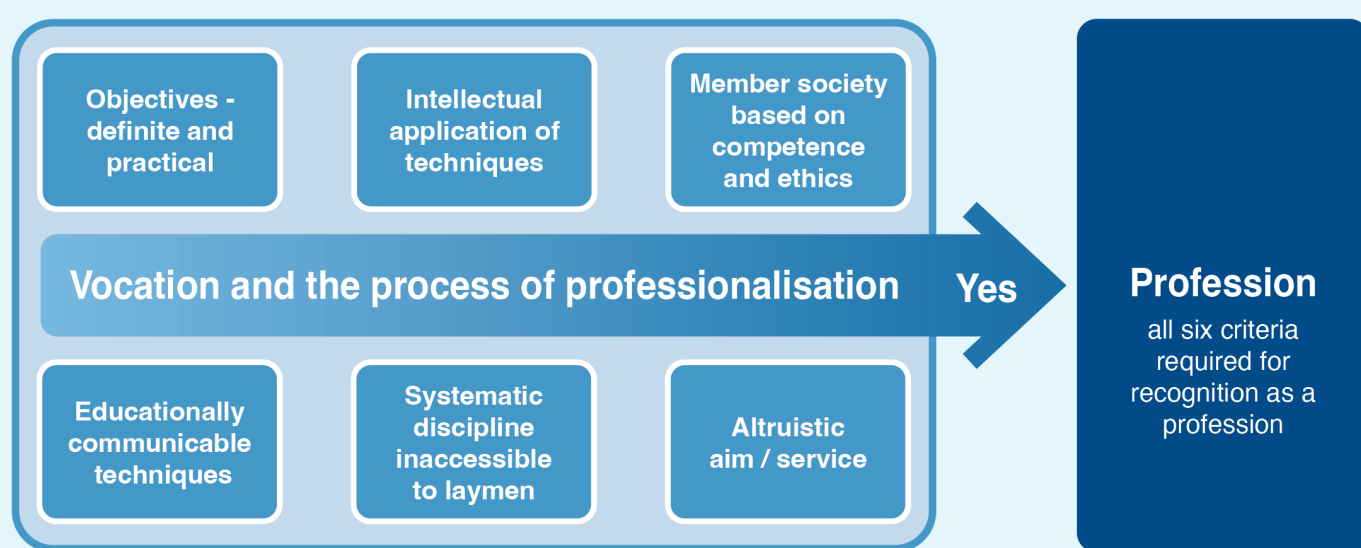
- Emergency Management is not recognised as a Profession—it is a vocation
- Therefore, emergency managers can not be considered professionals
- A profession requires
 - Specialized or complex and extensive body of knowledge
 - Tertiary Education
 - A Code of Ethics
 - A Level of Autonomy enforced by a body of peers
 - Reasonable Payment
 - Certification
- There are now 4 certification schemes in Australia
- There is a small uptake of qualifications across Australia.

THE METHOD

- Locate and Review Inquiry Reports (63 events, 91 reports, 15,612 pages of report, 111 Human Capacities Identified)
- Interview 8 Inquiry Authors (10 hours of transcript, 237 pages of interview, 232 Human Capacities Identified)
- Analyse and classify Human Capacities as based on 'Depth or Breadth of Knowledge' or as a 'Skill or Behaviour'.

Emergency Management is undergoing a journey of professionalization—How can we support that?

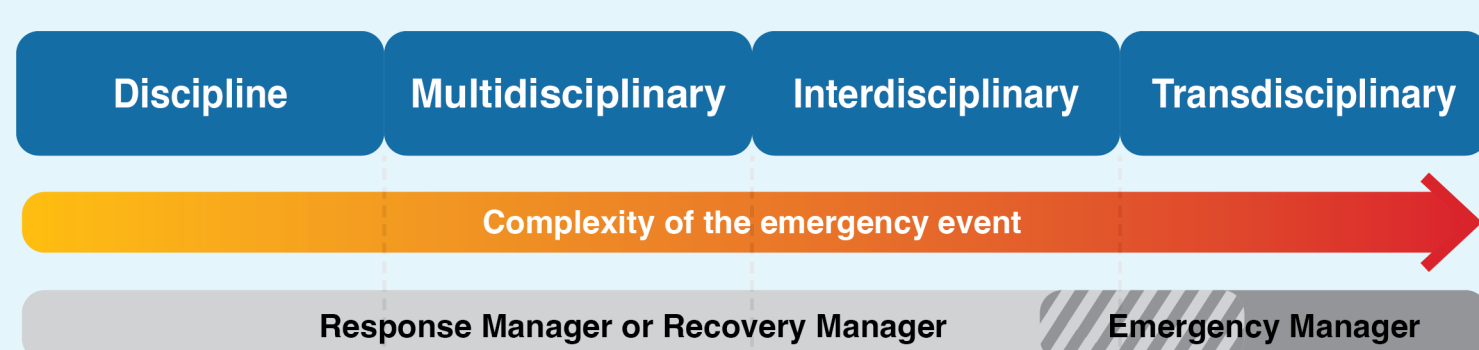
THE CONTINUUM OF A VOCATION TO A PROFESSION



NEW DEFINITIONS

- **Emergency Manager** – a person who undertakes a managerial function, working within or across government, private or community sectors, to holistically plan, prevent, prepare for, respond to and / or recover from an emergency or potential emergency event.
- **Response Manager** – a person who undertakes a managerial role across government, private or community organisations in the response to (including preparation for response), an emergency event. This includes roles such as Incident Controller or Incident Manager, or agency Commander or Controller.
- **Recovery Manager** – a person who undertakes a managerial role across government, private or community organisations in the recovery from (including preparation for recovery) an emergency event. This includes roles such as Recovery Manager or Recovery Coordinator.

THE EMERGENCY MANAGEMENT DISCIPLINARY SPECTRUM



Applying Disciplinary thinking to Emergency Management

- Discipline – Single Agency
- Multidisciplinary – multi agency event
- Interdisciplinary – applying other disciplines skills to your event
- Transdisciplinary – working with the community

THEMED HUMAN CAPACITIES OF THE EMERGENCY MANAGER

Breadth

- Unbounded problem analysis and problem-solving skills including the application of hazard and community information
- Understanding of the broad cardinal impacts of an emergency event
- Ability to communicate omnidirectionally in the management of the emergency
- Ability to develop, integrate and lead multi-community teams
- High levels of emotional intelligence
- Understanding of risks and the ability to avoid risk paralysis
- Deep self-understanding of skills and abilities, and the means of supplementing them with a team-based approach
- Understanding and experience of leadership and management styles and the appropriate application of each.

Depth

- Knowledge and understanding of the tactical, operational and strategic aspects of the discipline and organisation
- Identification and application of disciplinary and non-disciplinary resources while acknowledging the limitations of those resources
- Exhibits a presence that includes leadership, command, openness, confidence, acceptance of responsibility and calmness
- Judgement based on ongoing self-development, experience, education, qualification and certification
- Ability to communicate omnidirectionally in the management of the emergency
- Decision making in the face of stressors of time and limited information.

THE NEW MODEL—THE EMERGENCY MANAGEMENT T-SHAPED TRANSDISCIPLINARY MODEL ©

