Understanding the Standard for Disaster Management in Queensland
Prompt Sheet: Indicators of Outcome 13

IP13

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

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Entities

Entities explore and act on opportunities for collaboration with others
- Does your entity explore opportunities to collaborate with other entities?
- How does your entity act on opportunities to collaborate with others?

Entities show leadership through a commitment to, and investment in, practices that can be sustained
- How does your entity show leadership by committing to disaster management practices that can be sustained?
- How does your entity show leadership by investing in disaster management practices in ways that enable them to be sustained?

Entities integrate disaster management into strategic and operational plans
- Is disaster management included in your entity's strategic and operational plans?
- How has your entity integrated disaster management into strategic and operational planning?

Entities identify interdependencies and work with other entities in a collaborative, problem-solving way
- Does your entity work with other entities to identify interdependencies?
- Does your entity work with other entities in a collaborative, problem-solving way?

Individuals within the sector

Individuals within the sector recognise the importance of and maintain trusted relationships
- Do you, as an individual who works in disaster management, recognise how important it is to have trusted relationships?
- How do you, as an individual who works in the sector, establish and maintain these relationships?

Individuals within the sector use exercises and events as an opportunity to shadow and mentor others
- Do you, as an individual in the disaster management sector, seek opportunities during exercises and events to shadow others and learn new skills?

- How do you, as an individual who works in disaster management, facilitate learning experiences for other individuals in the sector by offering to mentor others during exercises and events?
- How do you, as an individual in the disaster management sector, facilitate increased capability and capacity by enabling shadowing and mentoring opportunities for others during exercising and events?

Individuals within the sector share their knowledge and experience with others

- Do you, as an individual in disaster management, seek opportunities to share your knowledge and experience with others?
- How do you, as an individual working in the disaster management sector, make time for and enable others who are seeking for you to share your knowledge and experience with them?

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Understanding the Standard for Disaster Management in Queensland
Prompt Sheet: Accountabilities of Outcome 13

AP13

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

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

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

- What role does your entity play in creating and promoting a positive learning culture in disaster management? Where is this documented?
- What are the things that you are responsible for doing that promote a positive learning culture in disaster management? Have these responsibilities been documented?

Entities have been authorised to carry out their delegated responsibilities

- Does your entity have the authority to perform its role in creating and promoting a positive learning culture in disaster management?
- Have you been authorised to conduct activities that promote a positive learning culture in disaster management?

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

- Is there an authorising environment in place for the decisions and approvals needed for you or your entity to engage in practices that promote a positive learning culture in disaster management? Has it been agreed to by other entities, and is it being used?

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

- What is the process for reporting on the decisions and activities that are intended to promote a positive learning culture in disaster management?
- What arrangements or processes are in place for monitoring the outcomes of decisions and activities that are engaged in to promote a positive learning culture in disaster management?

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

- Where are decisions that are intended to promote a positive learning culture in disaster management recorded? Are these decisions recorded as they are made?
- How are decisions that are intended to promote a positive learning culture in disaster management monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine are the roles that you or your entity use to promote a positive learning culture in disaster management based on?

The action or activity is based on relevant doctrine

- Which doctrine are the decisions and activities that you or your entity implement to promote a positive learning culture in disaster management based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the roles and activities that you or your entity engage in to promote a positive learning culture in disaster management agreed and shared between entities?

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

- Is common language used when engaging in activities to create and promote a positive learning culture in disaster management?
- Is the language and terminology used when engaging in activities to create and promote a positive learning culture in disaster management consistent with the relevant doctrine?

People

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

- Has your entity engaged with other entities with the intention of creating and promoting a positive learning culture in disaster management?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works to promote a positive learning culture in disaster management?

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

- Have the training needs related to the activities that your entity uses to create and promote a positive learning culture in disaster management been identified and documented?
- Have the people in your entity who engage in the activities that are intended to promote a positive learning culture in disaster management successfully completed the necessary training?

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

- Are other personnel in your entity given opportunities to participate in activities that facilitate a positive learning culture in disaster management, where they haven't been before?

Upskilling and cross-training provide a reserve of personnel

- Are multiple personnel in your entity, other than those whose primary role it is, aware of the activities that your entity engages in to promote a positive learning culture in disaster management, and how they are performed?

Enablers

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

- Does your entity have all of the equipment that it needs to facilitate and engage in activities that are intended to promote a positive learning culture in disaster management?
- Are there processes and procedures in place for the equipment that your entity uses to facilitate and engage in activities that are intended to promote a positive learning culture in disaster management, and are they being followed?

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

- Do the people in your entity who engage in activities intended to promote a positive learning culture in disaster management have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with promoting a positive learning culture in disaster management work the way they are intended to, and do they meet your entity's needs?

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

- Do the enablers that your entity uses when facilitate and promoting a positive learning culture in disaster management meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used when promoting a positive working culture in disaster management, if the primary enablers fail or are not available?
- Can the activities intended to facilitate a positive learning culture in disaster management be done from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include activities that are intended to facilitate a positive learning culture in disaster management?

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

- Has your entity identified the capabilities that it needs in its workforce to successfully facilitate a positive learning culture in disaster management? Have those capabilities been aligned to the training required to develop them?

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

- Does your entity test the activities that it conducts to facilitate a positive learning culture in disaster management? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the activities that it conducts to facilitate a positive learning culture in disaster management in its lessons management process?

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

- Does your entity share the lessons it identifies about facilitating a positive learning culture in disaster management with other entities, and with the community when relevant?

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

- Does your entity make improvements to the way that it facilitate a positive learning culture in disaster management based on insights gained through testing, exercises and operational activity?

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

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

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individuals circumstances rather than as a checklist

Entities

Entities explore and act on opportunities for collaboration with others
- Entities engage in multi-agency research and collaborative projects, such as the development of the *Disability-Inclusive Disaster Risk Reduction Framework and Toolkit*
- Entities collaborate with community groups to develop strategies around how disaster management practitioners can support community-led actions

Entities show leadership through a commitment to, and investment in, practices that can be sustained
- Entities prioritise conducting disaster management training for personnel outside of the disaster management workgroup, to ensure that proper fatigue management can be carried out during events
- Entities distribute their disaster management responsibilities between enough personnel to enable all responsibilities to be addressed properly, without over-allocating work to individuals

Entities integrate disaster management into strategic and operational plans
- Local governments identify disaster management priorities and outcomes in their strategic plans
- State entities incorporate the principles and priorities of the Queensland *Emergency Management Sector Adaptation Plan for climate change* into their strategic and operational plans

Entities identify interdependencies and work with other entities in a collaborative, problem-solving way
- District disaster coordinators work collaboratively with the local disaster management groups within their disaster district to ensure that the district disaster management plan and local disaster management plans align
- Area fire management groups work collaboratively with landholders and other entities within their region to align fire breaks across different properties to make them more effective

Individuals within the sector

Individuals within the sector recognise the importance of and maintain trusted relationships
- Individuals understand the benefits of knowing the people they will work with in coordination centres during an event, and maintain contact and relationships with them outside of events

- Individuals recognise how important it is to have people they trust and from whom they can seek support and advice within the disaster management sector

Individuals within the sector use exercises and events as an opportunity to shadow and mentor others

- Individuals work with others from different jurisdictions with similar roles who have been deployed to support them during events, and take the opportunity to learn from each other
- Individuals use field exercises to teach additional personnel how to perform roles they might need to fill during an event

Individuals within the sector share their knowledge and experience with others

- Disaster management officers from local governments across Queensland participate in the Disaster Management Officer's Network, share their experiences and learnings with their colleagues, and offer each other assistance when questions are raised
- Individuals enter into mentorship agreements with others in the disaster management sector, and dedicate time to supporting their growth and professional development

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Getting to know the Standard for Disaster Management in Queensland
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AI13

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 to 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

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