

The human capacity demands of an emergency manager in Australia

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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 or Semi Judicial Inquiry

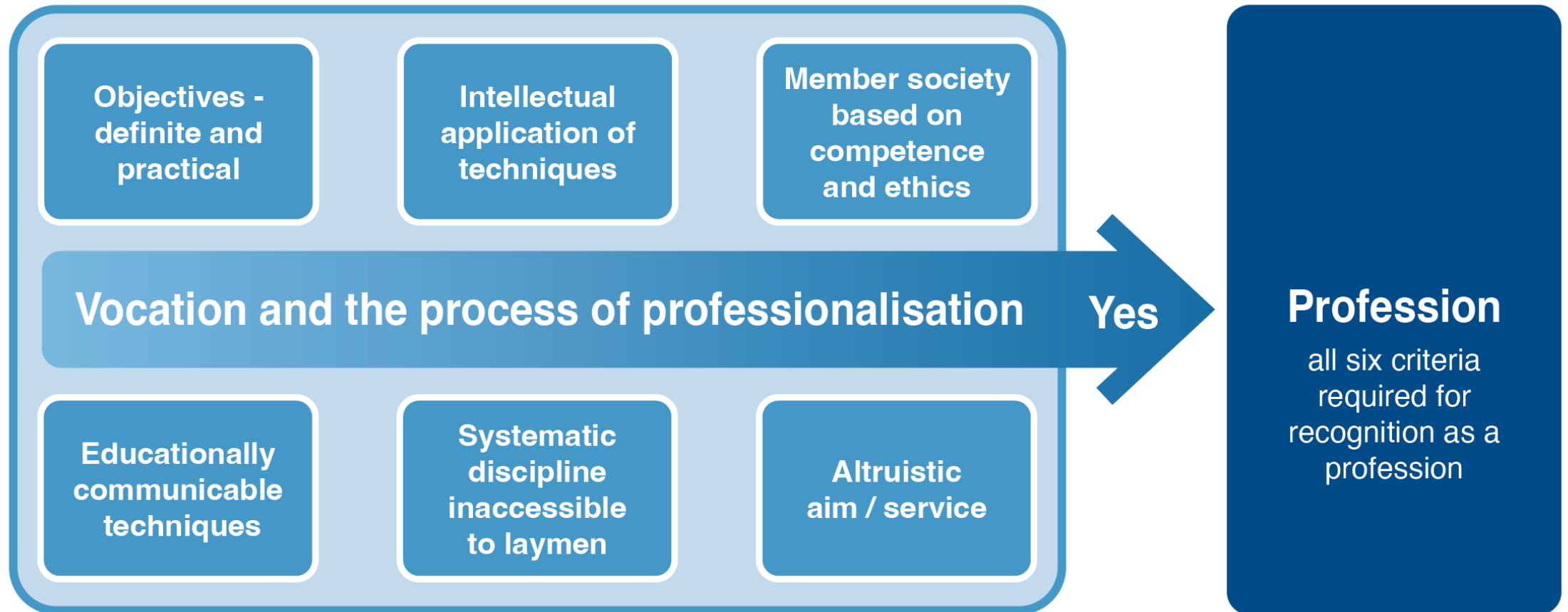


Literature Review Findings

- Emergency Management is not recognised as a Profession
- Therefore emergency managers can not be considered professionals
- A profession requires
 - Specialised or complex and extensive body of knowledge
 - Tertiary education
 - Code of Ethics
 - Level of Autonomy enforced by Body of Peers
 - Reasonable Payment
 - Certification
- 3 Certification Schemes (now 4)
- Small uptake of qualifications



Continuum - Vocation to Profession



Methodology

- Gadamerian Philosophical Hermeneutics
 - A process to recognise that the researcher has existing knowledge and experience
 - Allows examination of large amounts of text and information from interviews
 - Encourages changes of horizon between researcher and interviewee/data/text
- Location and analysis of Emergency Event Inquiry Reports
- Interviews of Emergency Event Inquiry Authors (x8)



What Happened

→ No list of events??

- Asian Disaster Reduction Centre (Asian Disaster Reduction Centre (ADRC), 2018)
- Australian Institute of Disaster Resilience Knowledge Hub (Australian Institute for Disaster Resilience, 2018b)
- Insurance Council of Australia (Insurance Council of Australia, 2018)
- Major Post-Event Inquiries and Reviews: Review of Recommendations (Cole et al., 2017)
- The International Disaster Database (Centre for Research on the Epidemiology of Disasters, 2019)

→ Events reduced to 452 after removing duplication etc
– Only 157 inquiries available

Disaster Type	Count
All hazard	11
Bushfire	138
Criminal	5
Cyclone	181
Earthquake	7
Environment	12
Fire	15
Flood	148
Health	21
Industrial	28
Insect infestation	3
Landslide	4
Marine	6
Storm	169
Tornado	26
Transport	25
Tsunami	2
Terrorist	1
Total	802



Human Capacity	No of Interviews
Training	8
Decision Making	7
Experience	7
Knowledge - Role	7
Leadership	7
Capability	6
Capacity (personal)	6
Career	6
Communication - Verbal	6
Volunteer	6
Leadership - Style	5
Self aware - limitations	5
Teams - Management	5
Command	4
Communication - can articulate	4
Delegation	4
Knowledge - Local	4
Knowledge - Technical	4
Personal Skill Sets	4
Planning	4
Relationship - Building	4
Strategic Focus	4
Teams - Team Analysis	4
Teams - Teamwork	4
Training - Exercised	4
Training - Scenario	4
Training - University	4

- 8 Interviews (from 14 approached)
- 10 hours of transcript
- 237 pages of transcript
- 232 Human Capacities Identified
- Analysed and Classified– Breadth/Depth or Skill Behaviour



Findings



Emergency Management
is not a profession



There is no body of
knowledge



Emergency Management
undergoing journey of
professionalisation



Lessons Management not
fully embedded



The Emergency Manager
is not yet a professional

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.

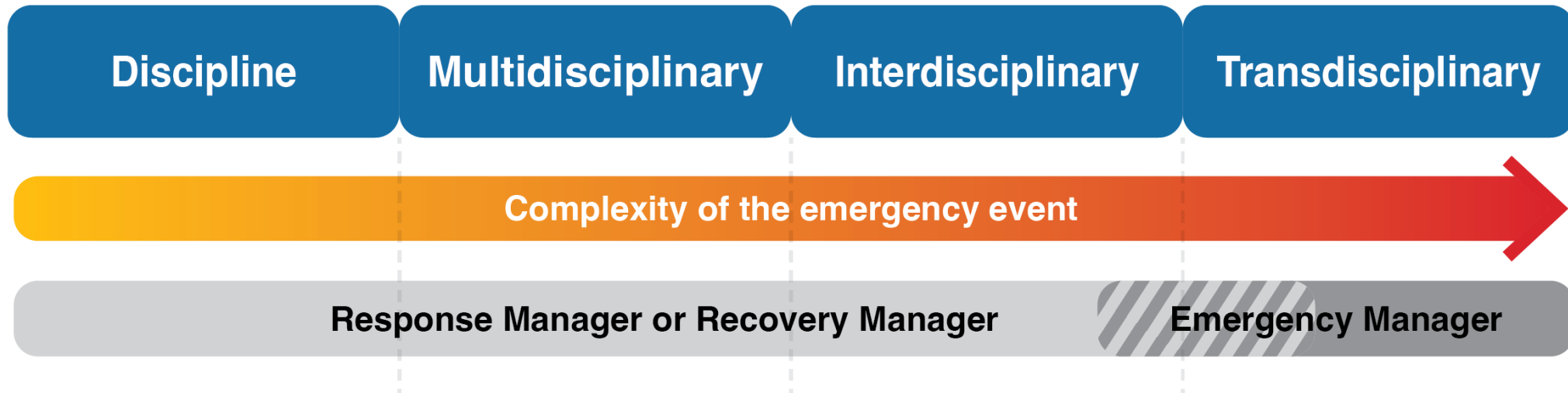
Response Manager – a person who undertakes a managerial role across government, private or community organisations in the response to (including preparation for response), an emergency event. This includes roles such as Incident Controller or Incident Manager, or agency Commander or Controller.

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.



Descriptor	Emergency Manager	Response Manager or Recovery Manager
Accreditation	Broad accreditation or certification	Specific response or recovery accreditation
Complexity	High level complexity considering compounding and cascading events and emerging threats	May be either a smaller or larger event with increased complexity.
Duration of role	Ongoing and may be full focus of role/occupation	May be episodic and event specific for a particular event or type
Education	Consideration of a broad tertiary education	Likely to be vocational units of competency or qualifications from the Public Safety Training Package.
Knowledge base	Broad across all hazards, responding and recovery organisations	Deep and specific, maybe single hazard or geographic area
Lessons Management role	Broad focus encompassing analysis and development of lessons identified and lessons implementation from multiple events	Narrow focus, potentially based on collection of single event observations for analysis by others
Operating Period	Ongoing - prevention, preparedness, response, and recovery	Usually activated during response and recovery
Organisational title applied	Known as an Emergency Manager	May be referred to as a Commander, Controller, Incident Manager, Recovery Manager or Recovery Coordinator. If from the nominated Control Agency, the Response Manager will also be the Incident Controller.
Plans	Develops plans for use by Response or Recovery Managers	Applies broad plans developed by Emergency Managers. Develops tactical plans for application to a specific event
Pre-entry requirements	<p>Nil currently in Australia.</p> <p>**As an outcome of the professionalisation journey pre-entry may become based on professional certification and accreditation.</p>	Understanding of agency, council or organisation response or recovery functions. For response functions an incident management accreditation may also be required
Relationship with	Many agencies and stakeholders across new, and existing emergency event types	Predominately agencies and stakeholders with similar event response or recovery focus
Works within	Any organisation with a role to prevent, prepare, respond or recovery from emergency events	Any organisation, with a role to respond to, or recover from emergency events

New Knowledge – The Emergency Management Disciplinary Spectrum ©



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



Transdisciplinary human capacities

Interdisciplinary human capacities

**Disciplinary
human
capacities**

**Multidisciplinary
human
capacities**

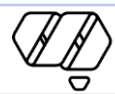
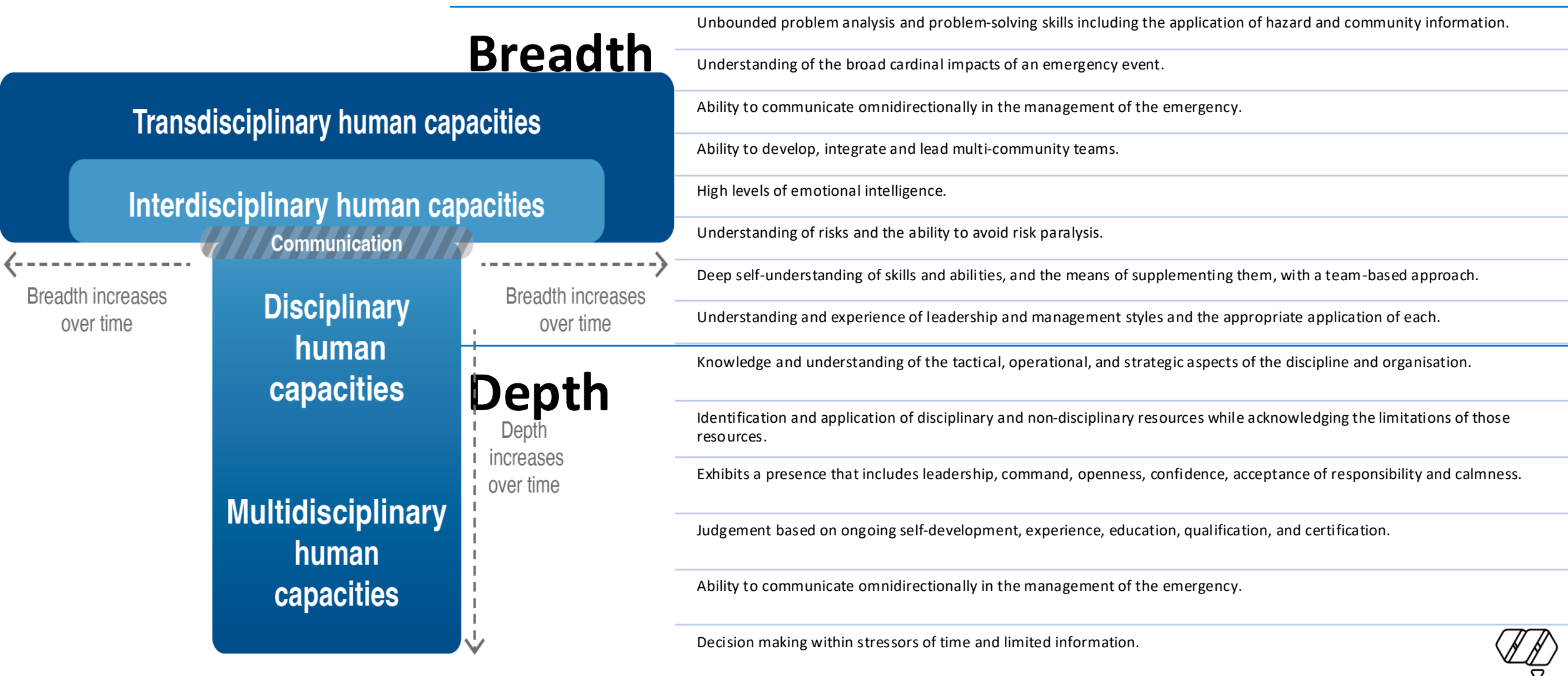
Breadth increases
over time

Breadth increases
over time

Depth
increases
over time

- Applies all human capacities
- Considers Depth and Breadth
- Considers Skills and Behaviours
- Communication binds the horizontal and vertical
- Ever expanding





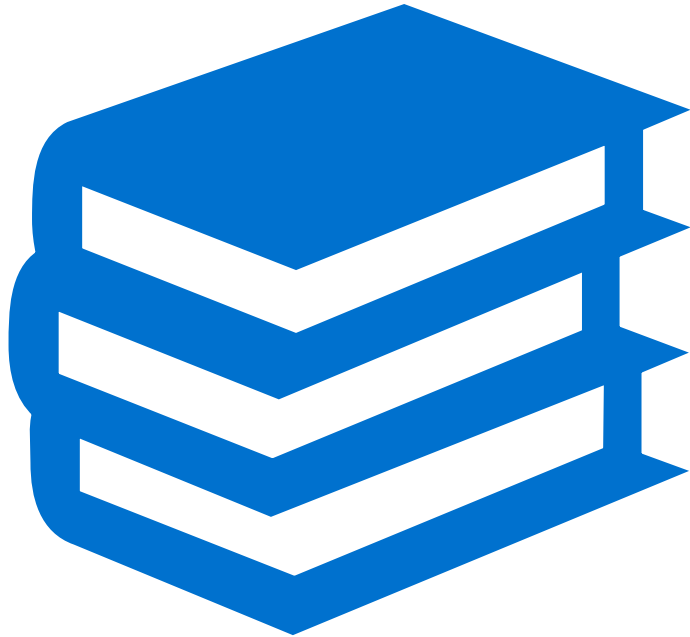


Implementation

- Conferences
- Papers
- Presentations
- Champions
- Australian Institute for Disaster Resilience (AIDR) Glossary
- AIDR Handbooks
- Public Safety Training Package
- University education standards
- Consider Australian Certification body



Future Issues for research



- Terminology
- Lessons Management
- Body of Knowledge
- Emergency Event Data Base





Questions?

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