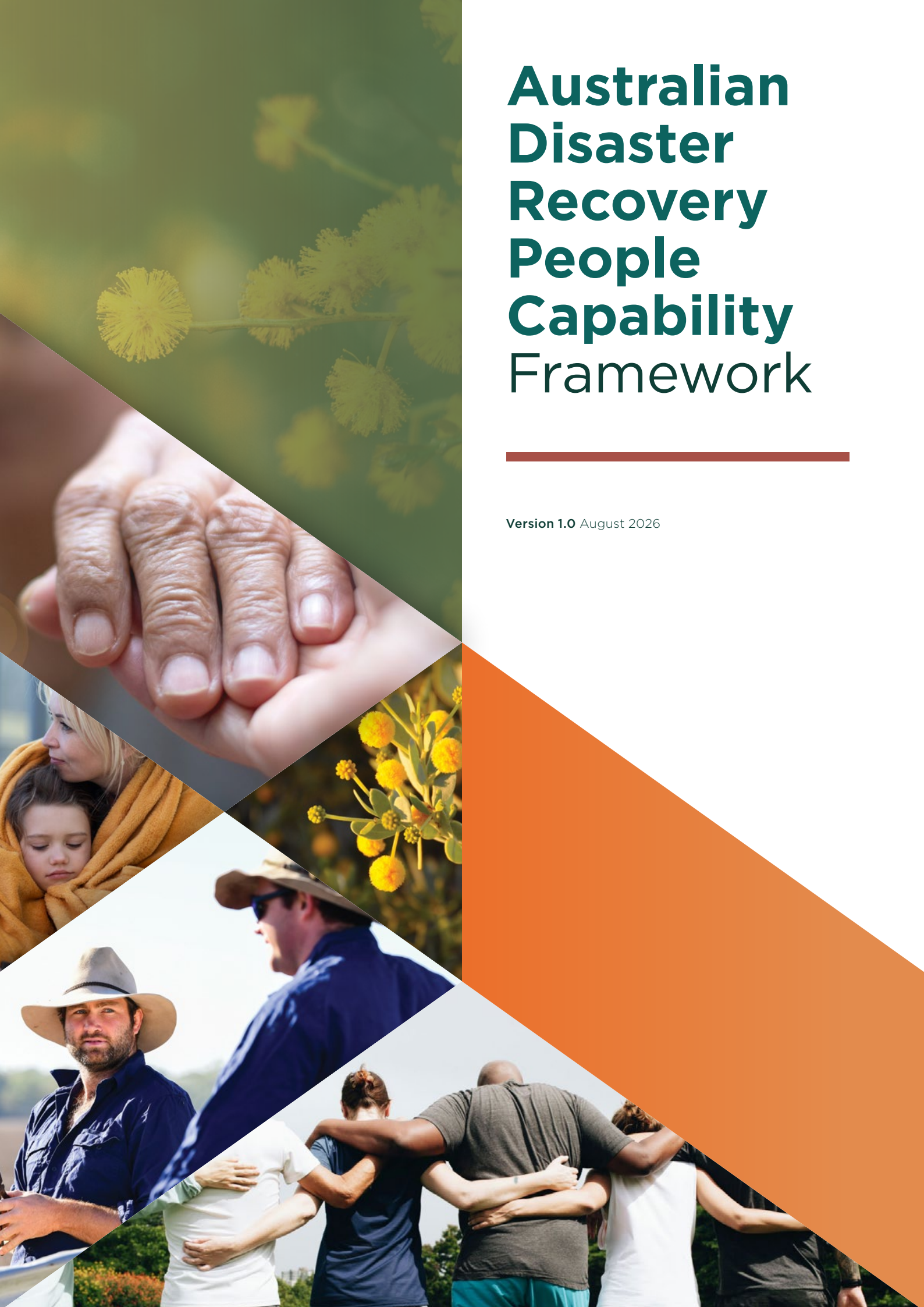


Australian Disaster Recovery People Capability Framework

Version 1.0 August 2026





We acknowledge the Traditional Owners of Australia and their unique cultural and spiritual relationships with the lands, waters and seas.

We pay our respects to Elders, past, present and emerging, for they hold the memories, the tradition and the culture of all Aboriginal and Torres Strait Islander people.



Acknowledgments



The Australian Disaster Recovery People Capability Framework has been developed by the Community Outcomes and Recovery Sub-committee (CORS) with the support of disaster recovery professionals across the country. Consultation and co-design was based on collaborative engagement with states and territories, the Social Recovery Reference Group (SRRG) and the Jeder Institute.

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1. Introduction



1.1 Background

Increases in the frequency, duration, severity and the complexity of compounding disaster events demonstrate the need to improve our understanding of recovery coordination capabilities and planning. These improvements ensure communities are better supported in their recovery and, over time, become stronger and more resilient to future disasters.

Communities are often recovering from multiple disaster events over long periods of time. The development of building longstanding recovery capability needs to be a priority in emergency management.

The Royal Commission into National Natural Disaster Arrangements (2020) recommended enhancing recovery capability including via resource sharing across local governments and sharing of trained and qualified personnel. The Australian Disaster Recovery People Capability Framework (the Framework) aims to support the development of people working or volunteering in recovery, in line with these recommendations and community needs.

1.2 Purpose

The Framework provides a consistent approach to capability development for government and non-government stakeholders. This will be fundamental in enabling mobilisation of suitably qualified and experienced people to support disaster recovery coordination across jurisdictions and regions.

1.3 Scope

The Framework outlines the seven common recovery role profiles, including the core skills, knowledge and attributes for each.

The Framework is a tool that:

- is for all levels of government and interested non-government organisations (NGOs) to understand and develop a recovery capability from a recovery coordination perspective
- sets a common, national standard against which recovery capabilities can be developed
- supports all levels of government, non-government and community organisations to plan for and manage their recovery workforces
- supports people interested in or undertaking recovery roles to understand common capability requirements and ways of working to support them in the work and to take ownership of their career pathways and development
- fosters community trust through consistent recovery support
- streamlines the process of requesting support from other agencies or jurisdictions by establishing common language to describe the required capabilities
- intends to be iterative and refined as new information and insights arise.

It is important to note that the Framework is NOT designed to replace emergency management and/or recovery workforce capability development approaches, rather, to complement them. It is not a performance management tool; however, it can support clarifying capability requirements with leaders, team managers and recovery professionals.

1.4 Co-design

The Framework has been developed based on analysis, consultation and co-design to support a consistent approach across all levels of government for the development of a national recovery capability. The Framework has been created by the CORS, under the auspices of the ANZEMC, with QRA as the nominated project lead.

1.5 Guiding principles

The following principles underpinned the Framework's development:

GUIDING PRINCIPLES	DESCRIPTION
Sets a common playing field	The Framework will support a common understanding and the professionalisation of recovery capabilities across the recovery workforce with flexibility for end users to implement it in accordance with their unique contexts and needs.
Harnesses what is working well	The Framework builds on what stakeholders have learned is working well.
Scales across the recovery sector	The Framework will support consistency across the recovery workforce and highlights flexibility in application.
Underpinned by human centered design	The Framework has been developed with the end user at the centre to ensure that it is meaningful and actionable across diverse user groups.
Is a living solution	The Framework will learn from the changing operating environment to maintain its usability.

1.6 Implementation

The proposed next steps will guide the immediate activities that will set up for successful and sustainable implementation of the Framework:

NEXT STEPS	DESCRIPTION
Embed	Jurisdictional emergency management agencies should consider how they embed the Framework as a tool to support diverse stakeholders to develop common recovery capabilities. This will include consideration of the critical enablers and a governance framework that will underpin successful and sustainable implementation.
Continue to improve	The Framework is designed to be iterative to incorporate learnings from stakeholders as they manage recovery activities into the future and ensure it evolves with changing operating environments.

1.7 Enablers and governance considerations

Following are key enablers and governance considerations for successful and sustainable implementation of the Framework:

KEY ENABLERS	DESCRIPTION
A national reference for common recovery capabilities	The Framework aims to set a common approach to the development of recovery capabilities. However, it does not replace other capability frameworks (e.g. state and territory emergency management capability frameworks).
Decision making	The Framework can be used for decision making by personnel in the emergency management sector with a disaster recovery focus.
Change	Incorporating the Framework into new or existing practices may result in changes for systems, processes and people. Understanding the potential change impacts when implementing the Framework, including as an end user, will support successful and sustainable implementation.

2. Using the Framework

The Framework has been designed to support the coordination of recovery activities at a national, state, regional or local level. The Framework provides guidance on the types of roles required to coordinate recovery and does not mandate that all roles must be utilised.

2.1 Potential end users

Following are the potential key end users of the Framework:

POTENTIAL END USERS	DESCRIPTION
Leaders	People/functions that are responsible for planning, developing and/or mobilising recovery workforce/s.
Enabling partners	People/functions that enable the planning, development and/or mobilisation of recovery workforces e.g. human resources who recruit recovery employees.
People managers	People who lead/manage others in the delivery of recovery services e.g. a team leader of volunteers providing relief services.
Recovery professionals	Employees or volunteers who are responsible for delivering recovery services.
Community and informal community-based groups	Community and informal community-based groups interested in supporting the delivery of recovery services.
Non-government entities	NGOs/private sector enterprises supporting the delivery of recovery services.

2.2 In-focus roles

To demonstrate how the Framework can be utilised, high-level role profiles have been developed for seven common roles. These high-level role profiles will enable mapping of skills, knowledge and attributes that would be common across recovery workforces. These roles may not apply in all phases of the Recovery Lifecycle. Not all positions within agencies will map neatly to these roles, with some positions likely to contain elements from across two or more roles. Additionally, these roles may be delivered by a number of people. The roles are outlined below:

HIGH LEVEL ROLE PROFILES	DESCRIPTION
Planning and strategy	Analysing needs data and developing strategy and plans to deliver and fund services across the Recovery Lifecycle and recovery environments to support impacted communities.
Recovery coordinator	Coordinating delivery of services across the Recovery Lifecycle and all recovery environments to support impacted communities.
Communication	Connecting with stakeholders to understand requirements for recovery information and ensure information provided is accessible and appropriate for each impacted community to support effective recovery.
Community engagement	Coordinating and facilitating community engagement activities across the Recovery Lifecycle and recovery environments to understand community needs, support the delivery of recovery programs
Community development	Providing community development advice to impacted communities, service providers and other stakeholders to promote a strengths-based approach to disaster recovery and enable effective and positive community-centred participation and resilience building.
Operations	Coordinating operations to enable delivery of services across the Recovery Lifecycle and recovery environments to support impacted communities.
Logistics	Coordinating logistics activities to safeguard supply chain and enable delivery of services across the Recovery Lifecycle and recovery environment to support impacted communities.

3. Framework components

3.1 Recognising the Recovery Lifecycle phases

The Framework is underpinned by a structured approach that recognises the Recovery Lifecycle, common recovery roles, capability requirements and proficiency levels.

While the phases of the Recovery Lifecycle are explained below, it should be noted the Recovery Lifecycle is not linear and instead occurs in several phases, which will likely overlap and interact. The role requirements across the Recovery Lifecycle for each of the common recovery roles may be the same in several or all phases.

RECOVERY LIFECYCLE PHASES	DESCRIPTION
Ongoing preparedness, planning and resilience	All activities undertaken in advance of an incident occurring to decrease the impact, extent and severity of the incident and to ensure more effective response, relief and recovery activities and increased resilience.
Relief	The period during and immediately after an event where communities affected by disaster may require immediate relief such as food, water, shelter, accommodation, medical and financial assistance prior to the commencement of recovery activities.
Early recovery	The period following the provision of relief identified by ongoing impact and recovery needs assessments, early recovery planning and community routines beginning to re-emerge, business reopening and restoration of critical infrastructure.
Longer-term recovery	Covering longer-term recovery efforts and could range from several months to several years.
Transition	Covering the progressive handover of recovery responsibilities to agencies or organisations that would normally support business as usual activities with a focus on furthering community resilience.



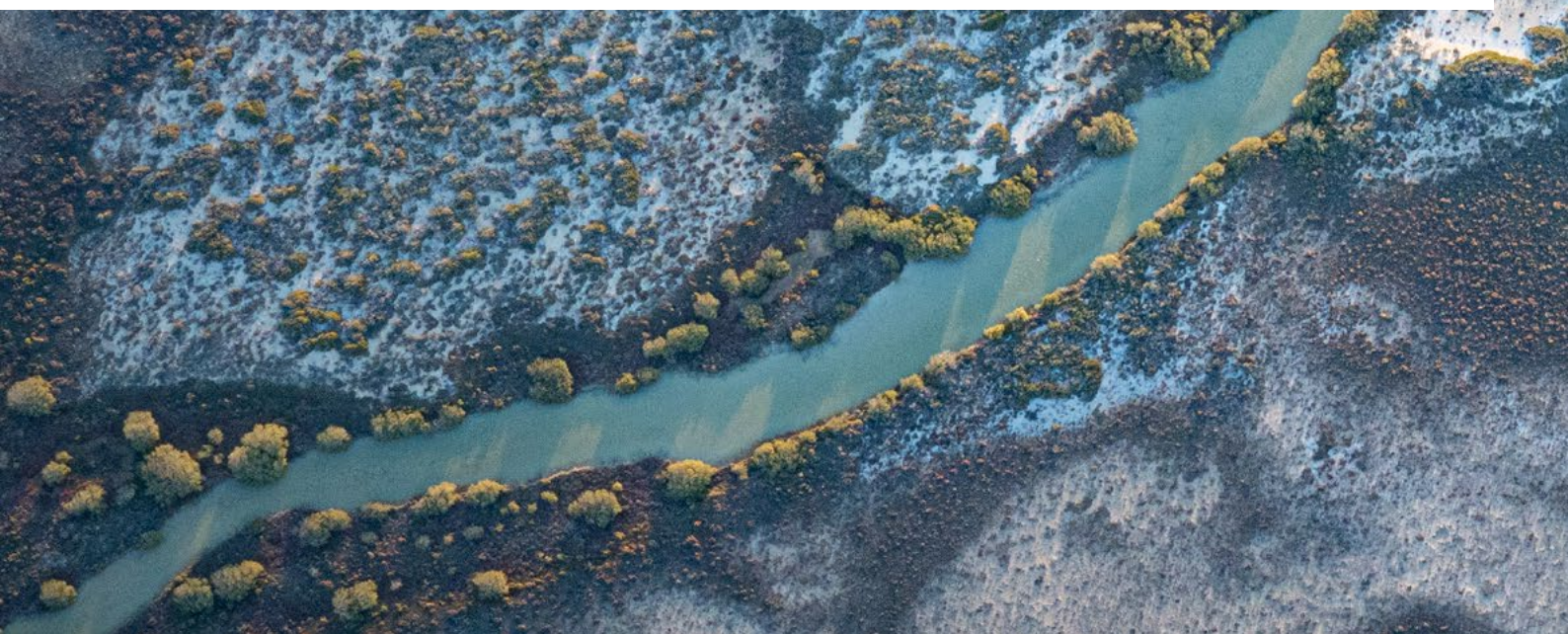
3.2 Capability and training requirements

The Framework addresses the skills, knowledge, attributes and desirable qualifications/certifications for each role.

CAPABILITY AND TRAINING	DESCRIPTION
Skills	The specific abilities and expertise required to perform a given task or job effectively.
Knowledge	The skills, understanding and information a person has acquired through theoretical and practical experiences.
Attributes	A human quality which could be seen as an inherent part of fulfilling the requirements of a role.
Qualifications and certifications	Qualifications and/or certifications refer to formal academic courses and/or training undertaken by an individual in order gain specialised skills and knowledge.

3.3 Proficiency level

The framework reflects the proficiency of a skilled officer in each of the roles. The Framework is based on the premise that appropriate training, mentoring or coaching is provided to upskill staff to build capability.



4. Summary of Common Capabilities

The following section provides a summary of the key skills, knowledge, attributes and qualifications that may apply across common recovery roles. Skills, knowledge, attributes and qualifications are listed in alphabetical order. These capabilities apply across the Recovery Lifecycle and all stages of the recovery environments.

4.1 Capability Matrix

The Capability Matrix (Appendix A) maps skills, knowledge and attributes against high level role profiles.

4.2 Skills

- **Capacity building** – The ability to develop and strengthen skills, abilities, processes and resources at the individual, community and organisational level.
- **Collaboration and co-design** – The ability to work with people to build an equal and reciprocal relationship enabling the design and delivery of services reflective of a meaningful partnership between all stakeholders.
- **Commercial literacy** – The ability to use their financial and business literacy to drive operational efficiency, investment, mobilisation, resourcing and accountability.
- **Community engagement and development** – The ability to use bottom-up community engagement approaches to address social issues to build resilience and support community recovery.
- **Communication and information sharing** – The ability to convey accurate and timely information through various channels to enable decision making and/or prompt action across diverse stakeholder groups and the Recovery Lifecycle and recovery environments.
- **Data literacy** – The ability to utilise diverse data sources to improve the speed and quality of service delivery and decision making processes.
- **Decision making** – The ability to make decisions and accept responsibility. Adopts a structured and evidenced based approach to determining the most efficient, effective and appropriate courses of action.
- **Leadership** – The ability to provide effective leadership by engaging with the community, making evidence-based decisions, influencing actions, negotiating solutions, mobilising resources and leading the planning and/or delivery of recovery programs and projects.
- **Participatory and/or systems leadership** – The ability to use a collaborative leadership model with a number of people at different places in a system in order to achieve a shared purpose with a focus on wellbeing.
- **Partnership and Participation** – The ability to work with a range of stakeholders to identify needs and deliver services using an inclusive and participatory approach.
- **Process design and improvement** – The ability to apply a structured lessons management and evidence-based approach to developing, testing, embedding and improving protocols, practices, processes that drive continuous learning, strategic and operational excellence across the Recovery Lifecycle and recovery environments.

- **Program/project management** – The ability to translate strategy into action by developing, planning and delivering programs/projects that are responsive to the context of the disaster and community, meeting current, emergent and future recovery needs.
- **Risk management** – The ability to identify and evaluate risk and determine appropriate actions to eliminate, mitigate or manage the risk.
- **Stakeholder engagement** – The ability to prioritise, develop and sustain productive and trusted relationships with people/groups that are critical to coordination and the design, delivery and evaluation of programs and projects across the Recovery Lifecycle and recovery environments.
- **Situational awareness** – The ability to analyse the operating environment, hazard or situation/s to monitor, prioritise and address changing requirements across the Recovery Lifecycle domains.
- **Strategic thinking** – The ability to determine strategic direction and objectives, undertake strategically focused planning and develop creative solutions to complex problems and use structured, adaptable and evidence-based approaches to set courses of action, challenging assumptions and integrating different perspectives.



4.3 Knowledge

- **Aboriginal and Torres Strait Islander cultural competency and policy** – Awareness of Aboriginal and Torres Strait Islander cultures within a given locality, region or jurisdiction and how to create culturally safe environments and an understanding of a jurisdiction's Aboriginal and Torres Strait Islander policy framework (e.g. Victoria's Self-Determination Reform Framework).
- **Australian Disaster Recovery Framework (ADRF)¹** – An understanding and knowledge of the Australian Disaster Recovery Framework. The ADRF sets out Australia's approach to disaster recovery. It describes the principles and arrangements that support effective, coordinated recovery for disaster-impacted communities.
- **Disaster Risk Management** – The ability to apply disaster risk reduction policies, strategies and practices to anticipate and prevent new disaster risk, reduce existing disaster risk and manage residual risk contributing to the strengthening of resilience and reduction of disaster losses.
- **Monitoring and evaluation** – An understanding of monitoring and evaluation frameworks that can be applied to support service delivery and demonstrate success or areas for improvement.
- **National Principles for Disaster Recovery (NPDR)²** – An understanding and knowledge of the NPDR. The NPDR can be used by communities, governments and recovery agencies to guide efforts, approaches, planning and decision making (developed by the SRRG).
- **Operating context (including jurisdictional arrangements)** – Knowledge of trends, risks, requirements (e.g. community, legal and regulatory, operational) across the internal and external environments and their implications for delivery of services across the Recovery Lifecycle and recovery environments.
- **Professional knowledge** – Knowledge of best practice and approaches across role-specific domain areas (e.g. operations, logistics and supply chain, communication and community engagement)
- **Recovery environments (domains)** – Knowledge of the concepts related to recovery environments (social, economic, built and natural). Knowledge of how recovery environments are intrinsically linked and how the impacts and consequences of disasters will develop over time both within and across the recovery environments. Note: Individual jurisdictions may define additional recovery environments depending on their local context.
- **Recovery Lifecycle** – Knowledge of the state and territory emergency management lifecycle and Recovery Lifecycle (ongoing preparedness, planning and resilience, relief, short-term recovery, medium-term recovery, long-term recovery/transition).
- **Stakeholder networks** – Knowledge of key recovery stakeholders (e.g. impacted individuals and communities, local, state and territory, Australian Government, NGOs and community services, private industry) and their respective needs and expectations, to ensure a coordinated approach to the delivery of recovery services.

1 The Australian Disaster Recovery Framework is available on [NEMA's website](#)

2 The National Principles for Disaster Recovery are available on the website for the [Australian Institute for Disaster Resilience](#)



- **Sustainable Development Goals (SDG)** – Understanding and knowledge of the United Nations Sustainable Development Goals in particular those that pertain to disaster risk reduction and reducing the effects of disasters.
- **Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework)** – Understanding and knowledge of the United Nations Sendai Framework and the capability to apply that knowledge in recovery contexts.

4.4 Attributes

- **Analytical mindset** – Scans the operating environment to identify and evaluate trends, data, information and requirements and translate this into actionable insights to enable efficient and effective delivery of services.
- **Creative thinking** – Able to think ‘outside the box’ to generate solutions informed by community need and priorities.
- **Deep listener** – Understands the importance of listening to community and actively listens to understand the specific support required by disaster-affected persons and engages them with respect for their unique circumstances in an empathetic manner.
- **Flexible and adaptable** – Able to change approaches based on new and emerging information to deliver outcomes for impacted communities.
- **Person focused** – Adopts and applies person-centered frameworks and approaches to problem solving, decision making, communications and priority setting with respect to recovery activities and emphasises cultural safety and trauma informed approaches.
- **Political capital** – An understanding of the political and legislative landscape, frameworks, mechanisms and processes that pertain to recovery and the ability to successfully influence and/or navigate these to deliver recovery services.
- **Problem solver** – Considers problems from different perspectives to identify and drive fit for purpose solutions, applying a structured yet adaptable approach to each unique recovery situation.

4.5 Qualifications and certifications

The following is a guide to potential qualifications and certifications that may be valuable in securing or advancing in one of the seven common recovery roles.

This is not an exhaustive list of qualifications and certifications that may be relevant to common recovery roles. It is unlikely that potential candidates would hold all or multiple listed qualifications and/or certifications.

The requirement for qualifications and/or certifications would need to be considered within the industrial and recruitment practices of the organisations undertaking selection processes. In many instances experience in a relevant role will be considered alongside any qualifications and certifications.

DISASTER RECOVERY AND/OR COMMUNITY DEVELOPMENT COURSES AND QUALIFICATIONS

Courses and qualifications in the below fields or subject areas may be relevant for working in disaster recovery. This list is not exhaustive, and qualifications could be undertaken at different levels (e.g. diploma, bachelor, graduate certificate, master).

Public safety

Disaster risk reduction

Disaster risk science

Sustainability

Disaster recovery

Disaster resilience

Sustainable development

Australasian Inter-Service Incident Management System (AIIMS)

Liaison Officer training

Community development

Emergency management

Lessons management

Emergency risk management

Hazard-specific training (e.g. Basic Wildfire Awareness)



RELATED FIELDS

These are general fields of study that may be relevant for working disaster recovery. This list is not exhaustive, and qualifications could be undertaken at different levels (e.g. diploma, bachelor, graduate certificate, master).

Arts

Laws

Business (Human Resource Management)

Political Science

Commerce

Business Administration

Communication

Public Relations

Business (Logistics and Supply Chain Management)

Science

Public Policy

Ongoing or locally specific training and professional development is supported by relevant jurisdictional training programs and experience.

5. Role profile dimensions

Role profiles create a shared understanding of the role, requirements and ways of working to enable capability to be developed in a consistent way.

The Framework outlines the seven common recovery role profiles, including the core skills, knowledge and attributes for each.

The role profiles include:

- Planning and Strategy
- Recovery Coordinator
- Communication
- Community Engagement
- Community Development
- Operations
- Logistics

Profiles will support defining the expectations, capabilities, requirements and ways of working for common, future-focused recovery roles, informing detailed design activities. These profiles can be used to inform the design of position descriptions.

- **My role:** the purpose of the role, along with key activities.
- **What I do:** the key activities that I do.
- **Who I work with:** the key stakeholders with whom I interact.
- **How I work:** the ways in which I work to deliver outcomes.
- **Success in my role looks like:** the key indicators of success in my role.
- **My capabilities:** the skills, knowledge, attributes and mandatory and desirable qualifications for my role.



5.1 Planning and Strategy Role Profile

My role

- I am the principal recovery planning lead for my organisation/program/function/project, leading it end-to-end.
- I provide specialist strategic and operational advice and recommendations to stakeholders to enable effective evidence-based decision making/response (including development and implementation of policy).
- I develop, adapt and enact plans for the recovery process, across all recovery environments and with diverse stakeholder groups.
- I develop and implement clear decision making and reporting structures and use sound governance, which are transparent, inclusive and accessible to the community.
- I lead, plan and develop recovery capability.
- I develop and implement effective data capture and sharing protocols.
- I develop and implement monitoring and evaluation reporting and improvement policies and processes to measure recovery progress against set objectives and milestones.

What I do

- I scan and analyse the operating environment, setting and driving the strategic direction across my program and people.
- I identify, evaluate, prioritise, manage and monitor strategic/critical risks across the Recovery Lifecycle.
- I connect my program and people with the broader operating environment and stakeholder network to ensure the delivery of coordinated recovery activities.
- I organise and mobilise resources to enact recovery plans.
- I ensure organisational, legislative, statutory and regulatory requirements are met.
- I identify opportunities to build in future resilience through risk mitigation and consequence management.
- I work collaboratively with my emergency management counterparts to ensure a seamless transition from response to relief and recovery activities.
- I work collaboratively to develop the plan for recovery across all phases, with emphasis on identifying our recovery capability needs, including our extended workforce (e.g. volunteers) and strategic partner/s.
- I work with the operational team to ensure there are protocols and mechanisms in place to monitor, understand and respond to changing situations and ensure services are focused on what will matter most to the impacted community/ies (e.g. access to food, water, clothing, shelter) and to key stakeholders.
- I develop a transition strategy for recovery services to other stakeholders.
- I contribute to debriefing and lessons management activities.

5.1 Planning and Strategy Role Profile *continued*

Who I work with

- I establish collaborative partnerships with all levels of government, NGOs, communities and the private sector to develop effective recovery plans.
- I work with government to influence policy and recovery models.
- I work collaboratively with subject matter experts to embed disaster risk reduction into recovery planning and action.
- I lead, direct and engage with my team/s to develop and deliver our program of work, supporting their health, safety, wellbeing, resilience in compliance with obligations.

How I work

- I learn about the communities that I work alongside.
- I take a community-centred, demand driven and evidence-based approach, guided by the community's priorities and needs.
- I support culturally safe recovery for community members.
- I understand jurisdictional requirements and processes to support recovery planning.
- I am flexible and responsive to changing community needs while planning recovery programs, projects and services.
- I use a collaborative partnership approach between the community and those involved in the recovery process.
- I ensure all aspects of recovery planning is inclusive.
- I take a tailored and evidence-based approach to ensure recovery programs meet the needs of disaster affected communities.

5.1 Planning and Strategy Role Profile *continued*

My skills, knowledge and attributes

Success in my role looks like

I have achieved success when we have supported community/s to adapt to their post-disaster circumstances at a pace that helps them make informed and collaborative decision/s about their recovery.

Success in my role includes, but is not limited to:

- Affected people and communities have the confidence to lead, participate in and/or manage their own recovery.
- Recovery plans are created and implemented to support community recovery.
- Recovery workforce/s health and wellbeing is considered and supported.
- After action reviews are completed to identify opportunities to improve the recovery planning function.

KEY SKILLS	KNOWLEDGE	KEY ATTRIBUTES
• Capacity building • Commercial literacy • Data literacy • Decision making • Leadership • Program/project management • Risk management • Situational awareness • Stakeholder engagement • Strategic thinking	• Aboriginal and Torres Strait Islander cultural competency and policy • ADRF • Disaster risk management • Monitoring and evaluation • NPDR • Operating context • Recovery environments • Recovery Lifecycle • SDGs • Stakeholder networks	• Political capital • Analytical mindset • Problem solver

Example qualifications, certifications, courses

RELEVANT COURSES	RELEVANT FIELDS OF STUDY
The below list of courses or subject areas are useful to support this role. These are examples only and this list is not exhaustive. • Liaison Officer training • Business continuity planning • AIIMS • Hazard-specific training • Leadership • Lessons management • Complex incident management/planning	Qualifications in the below fields are useful to support this role. These are examples only and this list is not exhaustive. • Disaster risk reduction • Community development • Emergency management • Program management • Political science • Public policy • Disaster resilience • Sustainable development

5.2 Recovery Coordinator Role Profile

My role

- I provide expert coordination through leading and enabling integrated recovery projects, programs, services across the Recovery Lifecycle, in alignment with community need.
- I work within relevant recovery governance structures at the relevant tier, ensuring issues, risks and opportunities are effectively managed, referred or escalated to the appropriate individual, group or organisation for resolution.
- I provide specialist evidenced-based strategic and operational advice and recommendations to stakeholders to enable effective planning and decision making/response.
- I prioritise and mobilise resources to enact recovery plans across all recovery environments, adapting these as needs and impacts evolve (e.g. via community needs assessments, etc.).
- I implement decision making and reporting structures and sound governance, which are transparent and accessible to the community.
- I lead, plan, prioritise and develop the recovery coordination capability, including across an extended resource network (e.g. cross jurisdictional workforces, volunteers).
- I monitor and evaluate the effectiveness of recovery programs and contribute to lessons management processes to enable continuous improvement.

What I do

- I understand that individuals and the community may need different levels of support at various times and coordinate recovery activities across phases and stakeholders accordingly.
- I identify, evaluate, prioritise, escalate or manage and monitor critical risks in enacting recovery plans/services.
- I connect my program and people with the broader operating environment and stakeholder network, setting the vision and supporting them to respond to changing requirements, situations.
- I provide advice and connect leaders across functions and/or organisations in the coordination of recovery activities.
- I recognise, support and build community, individual and organisational capacity.
- I analyse the operating environment and build relationships and strategic partnerships across diverse stakeholder groups (e.g. community/s, government agencies, NGOs, etc.) to understand, plan for and respond to requirements across the Recovery Lifecycle.
- I provide expert advice across the Recovery Lifecycle.
- I embed a continuous improvement mindset, practice across the recovery coordination capability, ensuring that we are taking/ sharing the learnings past recovery activities to optimise our approach for future recovery activities.
- I ensure that we have the protocols and mechanisms in place to monitor, understand and respond to changes in the situation to ensure our medium-term recovery services are focused on what will matter most to the impacted community and with stakeholders.



5.2 Recovery Coordinator Role Profile *continued*

Who I work with

- I work with individuals, families and the community, assisting them to actively participate in their own recovery.
- I collaborate and coordinate partnerships between all levels of government, NGOs, communities and the private sector to deliver better, more integrated recovery outcomes for disaster-impacted individuals and their communities.
- I work collaboratively with First Nations peoples to develop culturally appropriate recovery programs.
- I consult and collaborate with relevant stakeholders to identify, analyse and implement strategies to minimise risk.
- I work with relevant Commonwealth agencies, state and territory governments and other stakeholders to ensure recovery projects, programs and services are inclusive of people with disability.
- I lead, direct and engage with my team/s to develop and deliver our program of work, supporting their health, safety, wellbeing, resilience in compliance with obligations.
- I work collaboratively with my emergency management counterparts to ensure a seamless transition from emergency response to relief and recovery.

How I work

- I take a community-centred and demand-driven approach, ensuring I am flexible and responsive to changing community needs while coordinating recovery projects, programs and services.
- I build collaborative partnerships between the community and those involved in the recovery process while coordinating recovery activities.
- I take a tailored and evidence-based approach to ensure recovery projects, programs and services meet the needs of disaster affected communities.
- I regularly review risk management processes to ensure the risk treatment plans/recovery plans remain the best option.
- I ensure recovery processes and programs are inclusive of all people in the community.
- I mobilise and work in integrated and multi-disciplinary teams, bringing the right expertise together to plan for and manage recovery phases.
- I value local knowledge, expertise, skills and listen deeply to community's voice to understand the community's strengths and priorities.
- I learn about the communities that I work alongside.
- I support my team's (including across the extended workforce, e.g. volunteers) health, safety, wellbeing, resilience across all recovery phases, domains and in compliance with obligations.

5.2 Recovery Coordinator Role Profile *continued*

My skills, knowledge and attributes

Success in my role looks like

Success in my role includes, but is not limited to:

- Affected persons and communities have the confidence to lead, participate in and/or manage their own recovery.
- The delivery of dynamic recovery programs that are responsive to the context of the disaster and community meeting current, emergent and future recovery needs.
- At-risk community groups have been engaged and actively participated in all stages of the Recovery Lifecycle.
- Sustainability of outcomes, through capability development within the community.
- Increased community resilience and preparedness for future emergencies including 'build back better'.
- Efficiency and effectiveness measures across the Recovery Lifecycle.
- Recovery coordination team's health, safety and wellbeing.

KEY SKILLS	KNOWLEDGE	KEY ATTRIBUTES
• Capacity building • Collaboration and co-design • Commercial literacy • Coordination • Data literacy • Decision making • Leadership • Partnerships and participation • Program/project management • Risk management • Situational awareness • Stakeholder engagement • Strategic thinking	• Aboriginal and Torres Strait Islander cultural competency and policy • ADRF • Disaster risk management • NPDR • Operating context • Recovery environments • Recovery Lifecycle • SDG • Sendai Framework • Stakeholder networks	• Analytical mindset • Deep listener • Person focused • Political capital • Problem solver



5.2 Recovery Coordinator Role Profile *continued*

Example qualifications, certifications, courses

RELEVANT COURSES	RELEVANT FIELDS OF STUDY
The below list of courses or subject areas are useful to support this role. These are examples only and this list is not exhaustive. • AIIMS • Disaster exercising management • Disaster exercising delivery • Complex incident management/planning • Leadership • Lessons management • Recovery coordination	Qualifications in the below fields are useful to support this role. These are examples only and this list is not exhaustive. • Political science • Community development • Community services • International development • International relations • Program management • Public relations • Public safety • Disaster risk reduction

5.3 Communication Role Profile

My role

- I am a communications specialist for my organisation/program/function/project.
- I provide specialist communications advice and recommendations to stakeholders to enable effective information sharing.
- I develop, adapt and enact communication plans and mechanisms for the recovery process, across all recovery environments and with diverse stakeholder groups.
- I liaise with community and strategic partners to understand changing requirements, share information, prompt action and broker cross program/domain/jurisdictional services, feeding back insights across our program/organisation.
- I plan, prioritise and develop the communication capability, including across an extended resource network.
- I ensure that all communication is accessible, relevant, timely, clear, accurate, targeted, credible and consistent.

What I do

- I build stakeholder networks and set and drive the communication approach across the Recovery Lifecycle.
- I identify, evaluate, prioritise, manage and monitor communication and reputational risks across the Recovery Lifecycle.
- I establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community.
- I organise and mobilise resources to enact communication plans in the most efficient and effective way.
- I identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.
- I develop the communications and community engagement capability for my organisation/program/project to ensure that we have the right people, governance, resources, systems and processes in place to respond effectively and efficiently across the Recovery Lifecycle.
- I lead the development of communication and community engagement strategies, plans, projects across the Recovery Lifecycle.
- I provide expert advice on communication approaches, content, channels, etc. to maximise information sharing, collaboration, engagement and decision making throughout medium-term recovery.



5.3 Communication Role Profile *continued*

Who I work with

- I engage with the community to build networks, share information, support mobilisation and delivery and increase community confidence in the recovery process.
- I collaborate and coordinate partnerships between all levels of government, NGOs, communities and the private sector to create a unified and accessible communication plans applicable to all recovery stakeholders.
- I work collaboratively with people to develop culturally appropriate communications related to recovery programs.
- I work collaboratively with subject matter experts to understand, evaluate and plan for risks.
- I engage with media to share appropriate information regarding recovery activities.
- I lead, direct and engage with my team/s to develop and deliver our program of work, supporting their health, safety, wellbeing, resilience in compliance with obligations.
- I analyse the operating environment and build relationships and strategic partnerships across diverse stakeholder groups to understand and respond to requirements across the Recovery Lifecycle.

How I work

- I collaborate with the community, my stakeholders and team understanding requirements and driving solutions.
- I take a structured and evidence-based approach to ensure that we are solving the problem/s at hand in the best ways and learning from our experiences to continuously improve.
- I take a risk-based approach to ensure the focus is on what will matter most in supporting community.
- I communicate in a culturally sensitive and respectful way, with awareness of potential mistrust of government.
- I ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs and is provided through a range of media and networks.
- I mobilise and work in, integrated and multi-disciplinary teams, bringing the right expertise together to plan for and manage recovery phases.
- I value local knowledge, expertise, skills and listen deeply to community's voice to understand the community's strengths and priorities.
- I learn about the communities that I work alongside.
- I support my team's (including across the extended workforce, e.g. volunteers) health, safety, wellbeing, resilience across all recovery phases, domains and in compliance with obligations.
- I ensure that we have the protocols and mechanisms in place to understand and rapidly respond to the changing situation to ensure our communication services are focused on what will matter most to the impacted community and stakeholders.

5.3 Communication Role Profile *continued*

My skills, knowledge and attributes

Success in my role looks like

Success in my role includes, but is not limited to:

- Community members and stakeholders demonstrate confidence and understanding of the recovery management arrangements.
- Communication response efficiency measures are identified and achieved.
- Communication team's health and wellbeing is maintained.

KEY SKILLS	KNOWLEDGE	KEY ATTRIBUTES
• Capacity building • Commercial literacy • Communication and information sharing • Data literacy • Disaster risk management • Program/project management • Situational awareness • Stakeholder engagement • Leadership • Strategic Thinking	• Aboriginal and Torres Strait Islander cultural competency and policy • ADRF • Disaster risk management • NPDR • Operating context • Professional knowledge - communication • Recovery environments • Recovery Lifecycle • Sendai Framework • Stakeholder network	• Analytical mindset • Deep listener • Political capital • Problem solver

Example qualifications, certifications, courses

RELEVANT COURSES	RELEVANT FIELDS OF STUDY
The below list of courses or subject areas are useful to support this role. These are examples only and this list is not exhaustive. • AIIMS • Critical incident communications and messaging • High-level communication • Hazard-specific training	Qualifications in the below fields are useful to support this role. These are examples only and this list is not exhaustive. • Communication • Community development • Public relations • Arts

5.4 Community Engagement Role Profile

My role

- I am a specialist for my organisation/program/function/project, leading our community engagement approach.
- I provide specialist community engagement advice and recommendations to stakeholders to enable effective engagement with the community that I work with, community engagement plans and mechanisms for the recovery process, across all recovery environments and with diverse stakeholder groups.
- I develop and implement robust governance mechanisms to enable effective community engagement throughout recovery phases.
- I plan, prioritise and develop the community engagement capability.
- I engage with the community to ensure local knowledge is integrated into planning and recovery programs.
- I identify, evaluate, prioritise, manage and monitor community engagement and reputational risks across the Recovery Lifecycle.

What I do

- I employ a whole community engagement strategy that builds local resilience and promotes community centrality in recovery design.
- I develop the community engagement capability for my organisation/program/project to ensure that we have the right people, governance, resources, systems and processes in place to respond effectively and efficiently across the lifecycle.
- I lead the development of community engagement strategies, plans, projects across the Recovery Lifecycle.
- I work from a strengths-based, outcome-focused and trauma-informed perspective.
- I adopt a holistic engagement approach grounded in community development principles of capacity building, human rights, inclusion, social justice, self-determination and collective action.
- I connect my program and people with the broader operating environment and stakeholder network.
- I organise and mobilise resources to enact engagement plans in the most efficient and effective way.
- I recognise, support and build community, individual and organisational capacity.
- I provide specialist advice on community engagement approaches to maximise information sharing, collaboration, engagement, participation and decision making throughout recovery.
- I work collaboratively across my organisation/program and with diverse stakeholders and partners to rapidly prioritise, mobilise and coordinate the community engagement capability.

5.4 Community Engagement Role Profile *continued*

Who I work with

- I engage with the whole community to build networks, support mobilisation and delivery and increase community confidence in the recovery process.
- I collaborate and coordinate partnerships between all levels of government, NGOs, communities and the private sector to deliver better, more integrated recovery outcomes.
- I work collaboratively with community leaders to develop culturally appropriate recovery programs.
- I work with people with disability and their representatives to ensure they are active participants in decision making processes and disaster risk reduction activities.
- I work collaboratively with subject matter specialists to understand, evaluate and plan for risks.
- I inform impacted communities and all stakeholders with appropriate information regarding recovery activities.
- I lead, direct and engage with my team/s to develop and deliver our work program supporting their health, safety and wellbeing.
- I analyse the operating environment and build relationships and strategic partnerships across diverse stakeholder groups to understand and respond to requirements across the Recovery Lifecycle.

How I work

- I work collaboratively with impacted community/s, stakeholders and my team to understand requirements and drive solutions.
- I learn about the communities that I work alongside.
- I take time to build relationships and develop trust with the community I work alongside.
- I take a structured and evidence-based approach to ensure that we are solving the problems at hand in the best ways and learning from our experiences to continuously improve.
- I consider culture and gender and use varied and inclusive approaches when engaging with communities.
- I mobilise and work in integrated and multi-disciplinary teams, bringing the right expertise together to plan for and manage recovery phases.
- I obtain relevant permissions and informed consent to facilitate sharing of information as required.
- I value local knowledge, expertise, skills and listen deeply to community's voice to understand the community's strengths and priorities.
- I ensure that we have the protocols and mechanisms in place to understand and rapidly respond to the changing situation to ensure our community engagement services are focused on what will matter most to the impacted community and stakeholders.



5.4 Community Engagement Role Profile *continued*

My skills, knowledge and attributes

Success in my role looks like

Success in my role includes, but is not limited to:

- At-risk community groups have been engaged and have actively participated in all stages of the Recovery Lifecycle.
- Enhanced community recovery experiences and outcomes.
- Increased community resilience and preparedness for future emergencies. Community has participated in recovery efforts including community-centred initiatives and projects.
- Community engagement response efficiency and effectiveness measures are achieved.
- Community engagement team's health and wellbeing is supported.

KEY SKILLS	KNOWLEDGE	KEY ATTRIBUTES
• Capacity building • Commercial literacy • Communication and information sharing • Community engagement and development • Data literacy • Disaster risk management • Leadership • Partnerships and participation • Program/project management • Situational awareness • Stakeholder engagement • Strategic thinking	• Aboriginal and Torres Strait Islander cultural competency and policy • Community Development • NDRP • Operating context • Professional knowledge • Community engagement • Recovery environments • Recovery Lifecycle • Sendai Framework • Stakeholder network	• Analytical mindset • Deep listener • Political capital • Problem solver

Example qualifications, certifications, courses

RELEVANT COURSES	RELEVANT FIELDS OF STUDY
The below list of courses or subject areas are useful to support this role. These are examples only and this list is not exhaustive. • Appreciative Inquiry • Critical incident communications and messaging • Asset Based Community Development • High-level communication	Qualifications in the below fields are useful to support this role. These are examples only and this list is not exhaustive. • Community services • Community development • International development • Social work • Communications

5.5 Community Development Role Profile

My role

- I support a community development approach to recovery with communities.
- I provide community development advice to communities and other stakeholders to enable effective and positive community-centred participation.
- I collaborate with communities, agencies and governments to build local relationships and develop trust to support a collective approach to recovery.
- I support a co-design process alongside communities to develop community plans, guided by the NPDR and the International Standards for Community Development
- I provide guidance and actively support impacted communities to co-design and implement governance mechanisms to enable effective and transparent community-centred initiatives throughout recovery phases.
- I encourage communities to connect with other communities to share knowledge and wisdom and safely share their stories of recovery.
- I support communities to develop local capacity to lead their recovery, including local community groups, community leaders and volunteers.
- I share my community development skills and abilities to identify and build on local strengths, assets and leadership capacity across the Recovery Lifecycle.

What I do

- I work from a strengths-based, outcome-focused and trauma-informed perspective.
- I listen deeply to the community to understand their priorities.
- I act as a conduit between communities, government and other stakeholders to ensure information is shared and positive partnerships are developed.
- I build community and stakeholder networks and support the community development approach across the Recovery Lifecycle.
- I adopt a holistic approach grounded in principles of capacity building, human rights, inclusion, social justice, self-determination and collective action.
- I identify and support the community to identify and mobilise local assets and resources to support community-centred recovery.
- I develop community development capability for my organisation/program/project to ensure that we have the right people, governance, resources, systems and processes in place to respond effectively and efficiently across the Recovery Lifecycle.
- I provide a community development perspective to support my colleague's work.
- I lead the development of community development strategies, plans, projects across the Recovery Lifecycle.
- I discover the strengths and assets of individuals and community/s to leverage community development activities/programs across the Recovery Lifecycle.
- I share my expertise to maximise community capacity building, sustainable community-centred initiatives, collaboration, inclusive participation and decision making throughout medium-term recovery.
- I plan the transition of recovery services to the community and other stakeholders.



5.5 Community Development Role Profile *continued*

Who I work with

- I engage with community members to build networks, share information, support mobilisation and delivery and increase community confidence in the recovery process.
- I work collaboratively with stakeholders across government levels and with non-government bodies to plan for and coordinate development activities across the Recovery Lifecycle and develop resilient community.
- I work collaboratively with community leaders to develop culturally appropriate recovery programs.
- I work collaboratively with subject matter specialists to understand, evaluate and plan for risks and to capitalise on emergent opportunities.
- I inform impacted communities and all stakeholders with appropriate information regarding recovery activities.
- I lead, support, engage and debrief with my team to ensure our program are community informed and timely, supporting health, safety, wellbeing and resilience in compliance.
- I work collaboratively with my emergency management counterparts to ensure a seamless transition from response to relief and recovery.

How I work

- My role is highly collaborative and I spend time with the community, stakeholders and team understanding requirements and collaborating for solutions.
- I take time to build relationships and develop trust with the community I work alongside.
- I learn about the communities that I work alongside including culturally diverse groups, First Nations Leaders and their protocols and marginalised groups.
- I work with communities and other stakeholders to understand what is possible in local recovery and capacity building.
- I consider culture and gender and use inclusive approaches when engaging with communities.
- I value local knowledge, expertise, skills and listen deeply to the community's voice to understand their strengths and priorities.
- I take a creative, flexible and evidence-based approach to ensure that we are building from community strengths to address the challenge/s in the best ways possible and learn from our experiences.
- I mobilise and work in integrated and multi-disciplinary teams, bringing the right expertise together to plan for and manage recovery phases.
- My role is active and dynamic (I leave the building and may need to travel).
- I analyse the operating environment and build relationships and strategic partnerships across stakeholder groups to understand and respond to requirements across the Recovery Lifecycle.
- I embed a continuous improvement mindset across the community development workforce, ensuring that we are learning from recovery activities to optimise our approach for future recovery activities.
- I support my team's health, safety, wellbeing and resilience across all recovery phases, domains and in compliance with obligations.

5.5 Community Development Role Profile *continued*

My skills, knowledge and attributes

Success in my role looks like

Success in my role includes, but is not limited to:

- Community and stakeholder confidence and inclusion in recovery management.
- Community participation in recovery efforts.
- Increased community resilience and preparedness for future emergencies.
- Community development response efficiency and effectiveness measures.
- Community development team's health and wellbeing.

KEY SKILLS	KNOWLEDGE	KEY ATTRIBUTES
• Capacity building • Collaboration and co-design • Communication and information sharing • Community engagement and development • Leadership • Participatory and/or systems leadership • Partnership and participation	• Aboriginal and Torres Strait Islander cultural competency and policy • Monitoring and evaluation • NPDR • Operating context • Professional knowledge • Community development • SDGs • Sendai Framework • Stakeholder network	• Creative thinking • Deep listener • Flexible and adaptable • Person focused

Example qualifications, certifications, courses

RELEVANT COURSES	RELEVANT FIELDS OF STUDY
The below list of courses or subject areas are useful to support this role. These are examples only and this list is not exhaustive. • Appreciative Inquiry • Critical incident communications and messaging • Asset Based Community Development • Trauma awareness or trauma-informed care • Mental Health First Aid • Leadership • Participatory community building • Collaborative design	Qualifications in the below fields are useful to support this role. These are examples only and this list is not exhaustive. • Community services • Community development • International development • Social work

5.6 Operations Role Profile

My role

- I drive operational efficiency across the Recovery Lifecycle and domains and in alignment with strategic agenda, needs and impact assessments.
- I provide specialist strategic and operational advice and recommendations to stakeholders to enable effective decision making and response.
- I prioritise and mobilise resources to enact recovery plans, programs, projects; developing and implementing operational protocols, adapting these as requirements change.
- I implement robust governance mechanisms (e.g. decision making forums) to enable effective management and delivery throughout recovery phases.
- I plan, prioritise and develop the operations capability, including across an extended resource network (e.g. cross jurisdictional workforces and volunteers).

What I do

- I analyse the environment to understand evolving situations, impacts, managing operations across phases and stakeholders.
- I identify, evaluate, prioritise, escalate, or manage and monitor critical risks in operationalising recovery plans/services.
- I connect my program and people with the broader operating environment and stakeholder network, setting the vision and supporting them to respond to changing requirements, situations.
- I work collaboratively across the operations capability, minimising slippage in the transition from emergency management to recovery.
- I provide authoritative advice and connect leaders across functions and/or organisations in the coordination of recovery activities.
- I develop the operations capability for my organisation/program/project to ensure that we have the right people, governance, resources, systems and processes in place to respond effectively and efficiently across the Recovery Lifecycle.
- I lead the development (including testing, implementation and improvement) of operational protocols, practices across the Recovery Lifecycle and domains.
- I provide expert advice on operations management across the Recovery Lifecycle.
- I work collaboratively with my emergency management counterparts to ensure a seamless transition from emergency response to relief and recovery.
- I provide expert advice to maximise the value of the long-term recovery effort (e.g. creating scale efficiencies by building operational effectiveness across multiple communities).
- I plan for the operational transition of recovery services to other stakeholders and providers.

5.6 Operations Role Profile *continued*

Who I work with

- I put the community at the centre of what we do to ensure that the protocols will meet their needs.
- I analyse the operating environment and build relationships and strategic partnerships across diverse stakeholder groups to understand and respond to requirements across the Recovery Lifecycle.
- I work with impacted people to ensure recovery processes are tailored to meet their specific support needs.
- I collaborate and coordinate partnerships between all levels of government, NGOs, communities and the private sector to deliver better, more integrated recovery outcomes for disaster-impacted individuals and their communities.
- I work with people to develop culturally appropriate recovery programs/services.
- I work with subject matter experts to understand, evaluate and manage operational risks.
- I lead, direct and engage with my team/s to develop and deliver our program of work, supporting their health, safety and wellbeing.
- I maintain communication with the private sector about the status of operations of critical infrastructure systems as well as restoration challenges and timelines.

How I work

- I take a community-centred and demand driven approach, guided by the community's priorities and needs.
- I am flexible and responsive to changing community needs while developing and implementing operational processes.
- I build collaborative partnerships between the community and those involved in the recovery process.
- I learn about the communities that I work alongside.
- I embed a continuous improvement mindset across the operations workforce, ensuring that we are taking/sharing the learnings from past recovery activities to optimise our approach for future recovery activities.
- I take a tailored and evidence-based approach to ensure recovery projects, programs and services meet the needs of disaster affected communities.
- I regularly review operational processes to ensure they remain the most efficient and effective to produce the desired outcomes.
- I mobilise and work in integrated and multi-disciplinary teams, bringing the right expertise together to develop, embed and improve operational protocols, processes across recovery phases.
- I work collaboratively to identify, evaluate, prioritise and manage operational risks (e.g. service delivery risks).
- I support my team's health, safety, wellbeing, resilience across all recovery phases, domains and in compliance with obligations.
- I ensure that we have the protocols and mechanisms in place to monitor, understand and rapidly respond to the changing situation to manage operations with a focus on what will matter most impacted community and other stakeholders

5.6 Operations Role Profile *continued*

My skills, knowledge and attributes

Success in my role looks like

Success in my role includes, but is not limited to:

- Affected persons and communities have the confidence to lead, participate in, and/or manage their own recovery.
- Sustainability of outcomes, through capability development within the community.
- Enhanced community recovery experiences and outcomes.
- Increased community resilience and preparedness for future emergencies including 'build back better'.
- Operations team's health and wellbeing is prioritised and maintained.
- Efficiency and effectiveness measures across the Recovery Lifecycle.

KEY SKILLS	KNOWLEDGE	KEY ATTRIBUTES
• Capacity building • Commercial literacy • Data literacy • Decision making • Leadership • Process design and improvement • Program/project management • Risk management • Situational awareness • Stakeholder engagement • Strategic thinking	• Aboriginal and Torres Strait Islander cultural competency and policy • Disaster risk management • Monitoring and evaluation • NPDR • Recovery environments • Recovery Lifecycle • Operating context • Stakeholder network • Professional knowledge – operations	• Analytical mindset • Political capital • Problem solver

Example qualifications, certifications, courses

RELEVANT COURSES	RELEVANT FIELDS OF STUDY
The below list of courses or subject areas are useful to support this role. These are examples only and this list is not exhaustive. • AIIMS • Disaster exercising management • Disaster exercising delivery • Complex incident management/planning • Hazard-specific training	Qualifications in the below fields are useful to support this role. These are examples only and this list is not exhaustive. • Business • Logistics and supply chain management • Management • Commerce • Emergency management • Leadership • Disaster resilience • Sustainable development

5.7 Logistics Role Profile

My role

- I am a logistics specialist for my organisation.
- I provide coordination and logistics support in alignment with the strategic agenda, recovery needs and impact assessments.
- I provide specialist strategic and operational advice and recommendations to stakeholders to enable effective decision making/response.
- I prioritise and mobilise resources to enact recovery plans, programs, projects; developing and implementing logistics protocols, adapting these requirements change.
- I implement robust governance mechanisms (e.g. decision making forums) to enable effective management and delivery throughout Recovery phases.
- I plan, prioritise and develop the logistics capability, including across an extended resource network (e.g. cross jurisdictional workforces, volunteers).

What I do

- I analyse the environment to understand evolving situations, impacts, managing logistics across phases, stakeholders.
- I identify, evaluate, prioritise, escalate or manage and monitor critical logistics, supply chain risks.
- I connect my program and people with the broader operating environment and stakeholder network, setting the vision and supporting them to respond to changing requirements, situations.
- I work collaboratively across the logistics capability, minimising slippage in the transition from emergency management to recovery.
- I provide authoritative advice and connect leaders across functions and/or organisations in the coordination of recovery logistics.
- I develop the logistics capability for my organisation/program/project to ensure that we have the right people, governance, resources, systems and processes in place to respond effectively and efficiently across the lifecycle.
- I lead the development of logistics, supply chain protocols, practices across the Recovery Lifecycle and domains.
- I provide expert advice on logistics, supply chain across the Recovery Lifecycle.
- I embed a continuous improvement mindset across the logistics workforce, ensuring that we are taking/sharing the learnings from past activities to optimise our approach for future recovery activities.
- I provide expert advice to maximise the value of logistical support to build resilience (e.g. creating scale efficiencies by building logistics, supply chain effectiveness across multiple communities).



5.7 Logistics Role Profile *continued*

Who I work with

- I put the community at the centre of what we do to ensure that the protocols, processes that we develop and implement will support them to adapt to their post-disaster circumstances.
- I work collaboratively with stakeholders across government levels and with non-government bodies to coordinate, manage and/or optimise logistics, supply chain across the Recovery Lifecycle.
- I work with subject matter experts to understand, evaluate and manage logistics and supply chain risks.
- I analyse the operating environment and build relationships and strategic partnerships across diverse stakeholder groups to understand and deliver on logistical requirements across the Recovery Lifecycle.
- I lead, direct and engage with my team/s to develop and deliver our program of work, supporting their health, safety, wellbeing, resilience in compliance with obligations.
- I maintain communication with the private sector about the status of supply chains as well as restoration challenges and timelines.
- I work collaboratively with my emergency management counterparts to ensure a seamless transition of logistical support from emergency response to relief and recovery.

How I work

- I take a community-centred and demand driven approach, guided by the communities' priorities and needs.
- I am flexible and responsive to changing community needs while managing logistics and supply chain processes.
- I build collaborative partnerships between the community and those involved in the recovery process.
- I take a tailored and evidence-based approach to ensure recovery projects, programs and services meet the needs of disaster affected communities.
- I regularly review logistical processes to ensure they remain the most efficient and effective to deliver the desired recovery outcomes.
- I mobilise and work in integrated and multi-disciplinary teams, bringing the right expertise together to develop, embed and improve logistics, supply chain protocols, practices across recovery phases.
- I work collaboratively to identify, evaluate, prioritise and manage logistics and supply chain risks.
- I support my team's health, safety, wellbeing, resilience across all recovery phases, domains and in compliance with obligations.
- I ensure that we have the protocols and mechanisms in place to monitor, understand and rapidly respond to the changing situation to manage logistics, supply chain with a focus on what matters most to impacted communities and other stakeholders.

5.7 Logistics Role Profile *continued*

My skills, knowledge and attributes

Success in my role looks like

Success in my role includes, but is not limited to:

- Enhanced community recovery experiences and outcomes.
- Increased community resilience and preparedness for future emergencies.
- Logistics team's health and wellbeing is prioritised and supported.
- Supply chain efficiency and effectiveness measures across the Recovery Lifecycle are achieved.
- Logistics tasks are completed effectively and efficiently.

KEY SKILLS	KNOWLEDGE	KEY ATTRIBUTES
• Capacity building • Commercial literacy • Data literacy • Decision making • Leadership • Process design and improvement • Program/project management • Risk management • Situational awareness • Stakeholder engagement • Strategic thinking	• Disaster risk management • NDRP • Operating context • Professional knowledge-logistics • Recovery environment • Recovery Lifecycle • Stakeholder network	• Analytical mindset • Political capital • Problem solver

Example qualifications, certifications, courses

RELEVANT COURSES	RELEVANT FIELDS OF STUDY
The below list of courses or subject areas are useful to support this role. These are examples only and this list is not exhaustive. • AIIMS • Hazard-specific training	Qualifications in the below fields are useful to support this role. These are examples only and this list is not exhaustive. • Business • Logistics and supply chain management • Community development • Leadership

6. Appendices

6.1 Appendix A. Capability Matrix

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
SKILLS							
CAPACITY BUILDING (EXPERIENCE IN)							
Understanding the practices and principles of capacity building to increase confidence and competence throughout the system	•	•	•	•	•	•	•
Identifying opportunities for local capacity building initiatives					•		
COLLABORATION AND CO-DESIGN (EXPERIENCE IN)							
Leading a team to collaborate with diverse communities and a range of partners and stakeholders		•			•		
Building a team's capacity to apply co-design principles and practice and applying them across all recovery initiatives					•		
Collaborating with diverse communities and a range of partners and stakeholders		•			•		
Co-design principles and practice and applying them across all recovery initiatives					•		
COMMERCIAL LITERACY (UNDERSTANDING OF)							
The commercial drivers, inputs within the recovery context to enable effective decision making	•	•	•	•		•	•
Relationships and opportunities to leverage the private sector to support recovery activities	•	•	•	•		•	•
Opportunities and prioritising delivery of services across the Recovery Lifecycle to maximise resource/effort investment	•	•	•	•		•	•

5. Role profile dimensions (continued)

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
COMMUNITY ENGAGEMENT AND DEVELOPMENT (EXPERIENCE IN)							
Applying community engagement and development processes and practices with a community recovery environment				•	•		
Encouraging all elements of the recovery system to embed community engagement and development in their work				•	•		
COMMUNICATION AND INFORMATION SHARING (EXPERIENCE IN)							
Developing and implementing significant, strategic communication strategies across complex environments and/or stakeholder networks			•	•			
Communicating effectively applying a multi-modal approach					•		
Sharing information with all stakeholders					•		
Guiding and supporting all stakeholders to adopt an open transparent approach to communication and information sharing					•		
Developing program/enterprise-level brand strategies to engender trust			•	•			
Creating and delivering compelling and unambiguous communications to diverse audiences to share critical information, engage others, direct/prompt action, etc.			•	•			
DATA LITERACY (UNDERSTANDING OF)							
The uses of data for decision making purposes	•	•		•		•	•
Available data sources and methods of data collection	•	•		•		•	•
The use of data in service delivery and reporting	•	•		•		•	•

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
DECISION MAKING (EXPERIENCE IN)							
Developing and/or embedding decision making frameworks, practices, protocols at a program level	•	•				•	•
Making, communicating and enacting decisions within a complex, dynamic and high-risk context, monitoring the effectiveness of these and pivoting as changes in the operating context require it	•	•				•	•
Ability to make decisions in alignment with position delegations, escalating decisions using appropriate channels	•	•					
Applying decision making frameworks, practices, protocols to coordinate and/or deliver specific outcomes		•				•	•
LEADERSHIP (EXPERIENCE IN)							
Leading others in the development and delivery of programs/projects across the Recovery Lifecycle	•	•					•
Leading others in the development and delivery of communication and community engagement programs/projects across the Recovery Lifecycle			•	•			
Leading others in the development, coordination and/or delivery of operational programs/projects across the Recovery Lifecycle and Recovery environments						•	
Developing communications, engagement and/or emergency recovery (or similar) capabilities, including across diverse groups			•	•			
Developing emergency recovery capabilities, including across diverse groups	•	•					
Developing emergency recovery, logistics (or similar) capabilities, including across diverse groups							•
Developing emergency recovery operations capabilities, including across diverse groups						•	

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
Fostering a culture that puts health, safety and wellbeing at the heart of activities	•	•	•	•		•	•
Deliver assigned recovery tasks within defined requirements (e.g. timeframes, quality)		•	•			•	•
Developing recovery capability through coaching, training and mentoring others	•	•	•	•			•
Managing individual and team performance in accordance with performance frameworks/ requirements, including assuring quality	•	•	•	•		•	•
Cultivating resilient and values aligned workforce/s	•	•		•			•
PARTICIPATORY AND/OR SYSTEMS LEADERSHIP (EXPERIENCE IN)							
Fostering a culture that puts health, safety and wellbeing of the team at the heart of your work					•		
Cultivating resilient and values-aligned workforce					•		
Supporting local existing and emerging community leaders					•		
Managing individual and team performance in accordance with performance frameworks/requirements assuring quality					•		
Leading others in the development and delivery of community development programs/projects across the Recovery Lifecycle					•		
Capacity building of local existing and emerging community leaders and community organisations					•		

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
PARTNERSHIPS AND PARTICIPATION (EXPERIENCE IN)							
Applying a community mindset to understand local partnerships and encourage participation		•		•			
Creating a community culture that works to understand requirements, engage with partners to maintain ongoing relationships		•		•			
Developing and maintaining partnerships within the community and with external networks		•		•			
PROCESS DESIGN AND IMPROVEMENT (EXPERIENCE IN)							
Process design and improvement practices						•	•
Designing, embedding, testing and/or improving protocols, practices, procedures across organisation/ programs/Recovery Lifecycle in alignment with requirements (e.g. strategic agenda, legislative frameworks, community requirements, etc.)						•	•
PROGRAM/PROJECT MANAGEMENT (EXPERIENCE IN)							
Applying contemporary program/project management approaches to scope, fund/resource, plan and deliver significant programs/projects across the Recovery Lifecycle and environments on time, within budget and meeting agreed expectations	•	•	•			•	•
RISK MANAGEMENT (EXPERIENCE IN)							
Risk management practices and their application	•	•	•	•		•	•
Developing and/or embedding risk management framework, practices at a program level	•	•	•	•		•	•
Managing strategic and operational risks end-to-end	•	•	•	•		•	•
Ability to identify and escalate risks using appropriate channels	•						

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
STAKEHOLDER ENGAGEMENT (EXPERIENCE IN)							
Developing and implementing significant, strategic community engagement strategies across complex environments and/or stakeholder networks				•		•	•
Developing and sustaining strategic stakeholder networks	•	•	•				
Working collaboratively and at times in partnership to deliver on the strategic and operational agenda	•						
Engaging stakeholders to understand requirements, contribute to outcomes and deliver meaningful services across the Recovery Lifecycle	•						•
Engaging community/s to understand requirements, contribute to outcomes and deliver meaningful services across the Recovery Lifecycle		•				•	
Mobilising and motivating diverse stakeholder groups, often with competing needs and/or priorities, to deliver on the strategic and operational agenda	•	•				•	•
Negotiating with and influencing others in the development and delivery of significant and far-reaching outcomes	•	•				•	•
Communicate with others to understand requirements, deliver services	•						
Co-engaging with diverse stakeholders to build trusted relationships and strategic partnerships			•	•			
Fostering a community/customer-centric culture that works to understand requirements, engage with audiences and communicate effectively			•	•			
Work collaboratively to deliver specific tasks, activities	•						
Applying trauma informed approaches to engagement and communications	•	•	•				

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
SITUATIONAL AWARENESS (ABILITY TO)							
Analyse the operating environment, situation/s and potential scenarios to predict and/or identify, evaluate and prioritise changing requirements	•	•	•	•		•	•
Comprehend impacts, requirements and interdependencies across the Recovery Lifecycle, supporting stakeholders to connect specific recovery requirements/activities with the bigger picture	•	•	•	•		•	•
Articulates and shares knowledge in a meaningful way	•	•	•	•		•	•
STRATEGIC THINKING (EXPERIENCE IN)							
Shaping and/or embedding the organisation/program's values	•	•	•	•		•	•
Identifying issues not immediately obvious to others	•						
Identifying the changing landscape and possible impacts for strategic direction and service delivery	•						
Analysing the operating environment to set and drive the strategic agenda across the organisation/program	•	•	•	•		•	•
Developing, implementing and evolving strategy/ planning frameworks	•	•	•	•		•	•
Developing, implementing and evolving governance frameworks	•	•	•	•		•	•
Influencing the development and implementation of sector policy to enable improved practices across the Recovery Lifecycle	•	•	•	•		•	•
Demonstrating high levels of intellectual agility in response to complex or novel problems	•						
Creating new approaches for complex issues	•						
Thinking critically about broader trends and their implications	•						

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
Translating strategies and plans into meaningful activities/action for self and others	•	•	•	•		•	•
Implementing governance mechanisms, including monitoring where required and appropriate		•	•	•		•	•
Apply deep expertise and harnesses that of others, to think about future scenarios, challenges and opportunities and how to plan for these in the here and now	•	•	•	•	•	•	
Set and create a shared understanding of the strategic agenda, setting diverse stakeholders up for success in operationalisation	•	•	•	•	•	•	
KNOWLEDGE							
ABORIGINAL AND TORRES STRAIT ISLANDER CULTURAL COMPETENCY AND POLICY (AWARENESS OF)							
Aboriginal and Torres Strait Islander cultures within given locality, region or jurisdiction	•	•	•	•	•	•	
How to create culturally safe environments	•	•	•	•	•	•	
A jurisdiction's Aboriginal and Torres Strait Islander policy framework	•	•	•	•	•	•	
AUSTRALIAN DISASTER RECOVERY FRAMEWORK (UNDERSTANDING OF)							
The ADRF and how it supports effective, coordinated recovery for disaster-impacted communities	•	•	•				
How to apply and adapt the relevant principles and arrangements in place throughout Australia to support disaster recovery	•	•	•				
DISASTER RISK MANAGEMENT (UNDERSTANDING OF)							
Disaster risk reduction policies, strategies and practices to anticipate and prevent new disaster risk, reduce existing disaster risk and manage residual risk	•	•	•	•		•	•

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
Methodologies to strengthen disaster resilience and reduce of disaster losses	•	•	•	•		•	•
MONITORING AND EVALUATION (UNDERSTANDING OF)							
Participatory monitoring and evaluation frameworks					•		
Designing monitoring and evaluation processes and tools with team/s and community	•				•	•	
Data sovereignty					•		
NATIONAL PRINCIPLES FOR DISASTER RECOVERY (NPDR) (UNDERSTANDING OF)							
How to apply and adapt NPDR	•	•	•	•	•	•	•
The Recovery Lifecycle and how the stages connect with and support community priorities	•	•	•	•	•	•	•
Facilitating cross recovery environment interactions with a deep understanding of recovery	•	•	•	•	•	•	•
Recovery environments (social, economic, built, natural) and how they interact with one another	•	•	•	•	•	•	•
OPERATING CONTEXT (UNDERSTANDING OF)							
The external environment (global, national, local trends, challenges, etc.)	•	•	•	•	•	•	•
Legislative frameworks, roles and authorities as they relate to own program/s, function/s, role (e.g. state and territory emergency management legislation, etc.)	•	•	•	•		•	•
How to interpret Legislative frameworks as they relate to and impact on the local context		•			•		
Operating model, service approach, policies and frameworks, connecting the internal and external environments to drive strategic and operational excellence	•	•	•	•		•	•

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
Cultural norms and customs relevant to the communities being supported	•	•		•	•	•	•
How to identify local values, culture, knowledge, skills, processes					•		
Existing emergency management arrangements, how they interact with and influence recovery approaches, strategies and their interdependent requirements, outcomes	•	•	•	•	•	•	•
PROFESSIONAL KNOWLEDGE (UNDERSTANDING OF)							
Operations best practice approaches, frameworks						•	
Thought leadership regarding operations practice, improvement within the recovery context						•	
Operational service delivery, capabilities across recovery phases, domains and/or diverse stakeholder groups						•	
Requirements for logistical service delivery, capabilities across recovery phases, domains and/or diverse stakeholder groups							•
Logistics and supply chain best practice approaches, frameworks							•
Thought leadership regarding operations practice, improvement within the recovery context							•
Applying the International Standards for Community Development				•	•		
Implementing reflective practice within the team				•	•		
The application and adaption of Asset Based Community Development values and principles in recovery context				•	•		
Developing community capacity in leading, developing and co-designing community development programs to engender trust				•	•		

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
Implementing a strengths-based trauma informed practice in recovery				•	•		
Communications best practice approaches, frameworks and channels			•	•		•	
Community engagement best practice approaches, frameworks and channels			•	•		•	
Driving thought leadership around communication and community engagement within the recovery context			•	•		•	
RECOVERY ENVIRONMENTS (UNDERSTANDING OF)							
Recovery environments and how all recovery environments are intrinsically linked	•	•	•			•	•
A deep understanding of how the impacts and consequences of disasters will develop over time both within and across the environments	•	•	•			•	•
Expertise in facilitating cross-environment interactions	•	•	•			•	•
RECOVERY LIFECYCLE (UNDERSTANDING OF)							
Expertise across the Recovery Lifecycle	•	•	•			•	•
Connecting the strategic agenda with operational delivery	•	•	•			•	•
The emergency management lifecycle (end-to-end)	•	•	•			•	•
SENDAI FRAMEWORK (AN UNDERSTANDING OF)							
Understanding and expertise in how to apply the United Nations Sendai Framework within a disaster recovery context		•		•	•		
STAKEHOLDER NETWORK (UNDERSTANDING OF)							
Relevant stakeholder network/s and how to successfully navigate these to plan, develop and deliver recovery service/s in the most efficient and effective ways	•	•	•	•	•	•	•

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
SUSTAINABLE DEVELOPMENT GOALS (SDG) (UNDERSTANDING OF)							
How to apply and adapt the 17 United Nations Sustainable Development Goals within a disaster recovery context	•	•			•		
How to support team members to understand how the SDG's can support their work	•	•			•		
ATTRIBUTES							
ANALYTICAL MINDSET (ABILITY TO)							
Seek and integrate new and diverse insights and perspectives in setting the strategic agenda and driving operational delivery	•	•	•	•		•	•
Scan the global, national and local operating contexts to identify, evaluate and prioritise challenges and opportunities	•	•	•	•		•	•
Critically analyses and evaluates information and applies expertise and judgment	•	•	•	•		•	•
Drive thought leadership and innovation and apply a continuous improvement mindset	•	•	•	•		•	•
CREATIVE THINKING (ABILITY TO)							
Apply creative systems thinking when applying solutions throughout the system					•		
Identifies opportunities for all stakeholders to approach challenges creatively					•		
Uses innovative thinking and actions when approaching challenges					•		
DEEP LISTENER (ABILITY TO)							
Embed deep listening to learn about a community and their priorities					•		
Fosters the creation of culturally safe spaces					•		

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
Value, support and create culturally safe spaces					•		
Understands others and responds appropriately		•	•				
Values, supports and respects individuality and diversity of ideas, experiences, perspectives and approaches		•	•				
Foster a culture of understanding others and responding appropriately		•	•		•		
Foster a culture that values, supports and respects individuality and harnesses diversity of ideas, experiences, perspectives and approaches		•	•		•		
FLEXIBLE AND ADAPTABLE (UNDERSTANDING OF)							
Providing a flexible and adaptable approach to recovery for team/s and communities					•		
Able to navigate the complexity of recovery and its non-linear process					•		
PERSON FOCUSED (UNDERSTANDING OF)							
The value and best practice of being community focused and applying person centre frameworks		•			•		
Knowledge of trauma informed community building principles and strategies		•			•		
Actively supporting community focused team/s		•			•		
POLITICAL CAPITAL (UNDERSTANDING OF)							
The political landscape and the implications across the Recovery Lifecycle	•	•	•	•		•	•
Highly skilled diplomat, with significant experience successfully navigating political networks, frameworks and issues	•	•	•	•		•	•
Expertise in translating legal, regulatory and policy frameworks into strategy and operational delivery in administering significant programs	•	•	•	•		•	•

Skills, Knowledge and Attributes

Role profile

	Planning and Strategy	Recovery Coordinator	Communication	Community Engagement	Community Development	Operations	Logistics
PROBLEM SOLVER (ABILITY TO)							
Embed and objectively apply robust problem-solving approaches	•	•	•	•		•	•
Critically evaluate problems from a range of perspectives for fit for purpose solutions	•	•	•	•		•	•
Mobilise the right expertise to evaluate, prioritise and resolve problems in the most efficient and effective ways	•	•	•	•		•	•

6.2 Appendix B. Glossary of terms

TERM	DEFINITION
Attribute	A human quality which could be seen as an inherent part of fulfilling the requirements of a role
Capability	The sum of the requisite skills, knowledge, attributes and qualifications/certifications
Capability requirement	The requisite skills, knowledge, experience and qualifications to operate effectively across key recovery coordination roles
Entry	An entry level individual is relatively new, with little to no skills, experience or qualifications in the area
Expert	An individual who is an expert, is very skilled, has extensive experience, in-depth knowledge, and/or qualifications in the relevant area/s
Knowledge	The skills and information a person has acquired through theoretical and practical experiences in a certain area
Long-term recovery	The duties, tasks and activities that are undertaken to support the impacted community/s to live and adapt to their post-disaster circumstances
Manager	A role suitable for someone with the skills, experience and qualifications to oversee a group of people or resources
Medium-term recovery	The duties, tasks and activities that are undertaken to support and restore function to the impacted community/s. Covering several months to many years
Ongoing preparedness and planning	All activities undertaken in advance of an incident occurring to decrease the impact, extent and severity of the incident and to ensure more effective response activities
Proficient	An individual who is proficient possesses the necessary skills, experience and qualifications required to perform a role to a high standard
Qualification/certification	Confirmation that a person has completed an accredited course in a certain area
Recovery	The restoring or improving of livelihoods and health, as well as economic, physical, social, cultural and environmental assets, systems and activities, of a disaster-affected community or society, aligning with the principles of sustainable development and 'build back better', to avoid or reduce future disaster risk
Recovery Lifecycle	The phases of the recovery process which is not linear and will likely overlap and interact

TERM	DEFINITION
Relief and short-term recovery	The period during and immediately after an event including rapid impact assessment, early relief and emergency assistance, ongoing impact and recovery needs assessments, short-term planning
Senior Leader	Highest level of management role suitable for someone with the skills experience and qualifications to make decisions about organisational structure
Skill	A person's ability and expertise in performing a task effectively
Transition	Covering the progressive handover of recovery responsibilities to agencies or organisations that would normally support recovery environments

6.3 Appendix C. Additional information resources

RESOURCE	LINK
Australasian Inter-service Incident Management System (AIIMS)	Available here
Australian Disaster Recovery Framework	Available here
Community Recovery Handbook	Available here
Guide to Post-Disaster Recovery Capitals	Available here
National Principles for Disaster Recovery	Available here
Royal Commission into National Natural Disaster Arrangements, 2020	Available here

6.4 Appendix D. Document references

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Disaster Recovery People Capability Framework

