

Community Recovery Workforce Framework

Endorsed by the Social Recovery Reference Group

Recovery Sub-Committee, ANZEMC

September 2014

Community Recovery Workforce Framework

Background

The Community Recovery Workforce Framework (the Framework) is a key component in the implementation of the National Strategy for Disaster Resilience¹. The Framework directly supports the objective of building a more disaster resilient Australia by ensuring the workforce charged with supporting communities affected by disasters, are themselves resilient, capable and strong.

The purpose of this Framework is to establish the national approach for facilitating human and social recovery following a disaster that is flexible, collaborative, diverse and adaptive. This nationally consistent approach aims to increase and improve the capacity of jurisdictions to continue to provide appropriate disaster relief and recovery as community expectations rise, and predictions of increased disasters through climate change and other pressures are realised.

The Social Recovery Reference Group of the Recovery Sub Committee, Australian and New Zealand Emergency Management Committee developed this Framework.

The Framework builds on the research and recommendations in previous work by the sub-committee—*A Sustainable Disaster Recovery Workforce: an examination of current issues facing the Australian disaster recovery workforce and an assessment of solutions for long term sustainability*, Dec 2011².

The Community Recovery Workforce Development Framework has been endorsed by the Australian and New Zealand Emergency Management Committee.

Introduction

The National Strategy for Disaster Resilience (the Strategy) provides a long term, holistic approach towards building and strengthening disaster resilience in Australia. The Strategy promotes the notion of “shared but not equal responsibility” across government, business and community with the aim of building and strengthening capacity and resilience across all domains.

¹ *National Strategy for Disaster Resilience*, Attorney-General's Department, Commonwealth Government of Australia, 2011

² *A Sustainable Disaster Recovery Workforce: an examination of current issues facing the Australian disaster recovery workforce and an assessment of solutions for long term sustainability*, Dec 2011

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Recovery is defined as “the coordinated process of supporting affected communities in the reconstruction of the built environment and the restoration of emotional, social, economic, built and natural environment wellbeing...Recovery provides an opportunity to improve aspects beyond previous conditions by enhancing social infrastructure, natural and built environments and economies”³. Disaster recovery activity includes actions taken during the aftermath of disasters as well as long-term redevelopment approaches and the overall coordination and management of this practice.

In order to achieve disaster resilience in communities, the community recovery workforce itself must be resilient and strong and engage communities according to the National Principles for Disaster Recovery.

Principles of Disaster Recovery

The principles that underpin all disaster recovery are

- understanding the context
- recognising complexity
- using community-led approaches
- ensuring coordination of all activities
- employing effective communication
- acknowledging and building capacity
- increasing capacity.

³ National Strategy for Disaster Resilience, Attorney-General's Department, Commonwealth Government of Australia, 2011 third edition, Community Recovery Handbook 2, Australian Emergency Management Handbook Series

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Principles of Community Engagement

In addition, the strategies outlined in the *Community Engagement Framework*⁴ provide a framework describing the values, principles and practices to be used by all agencies involved in recovery in Australia.

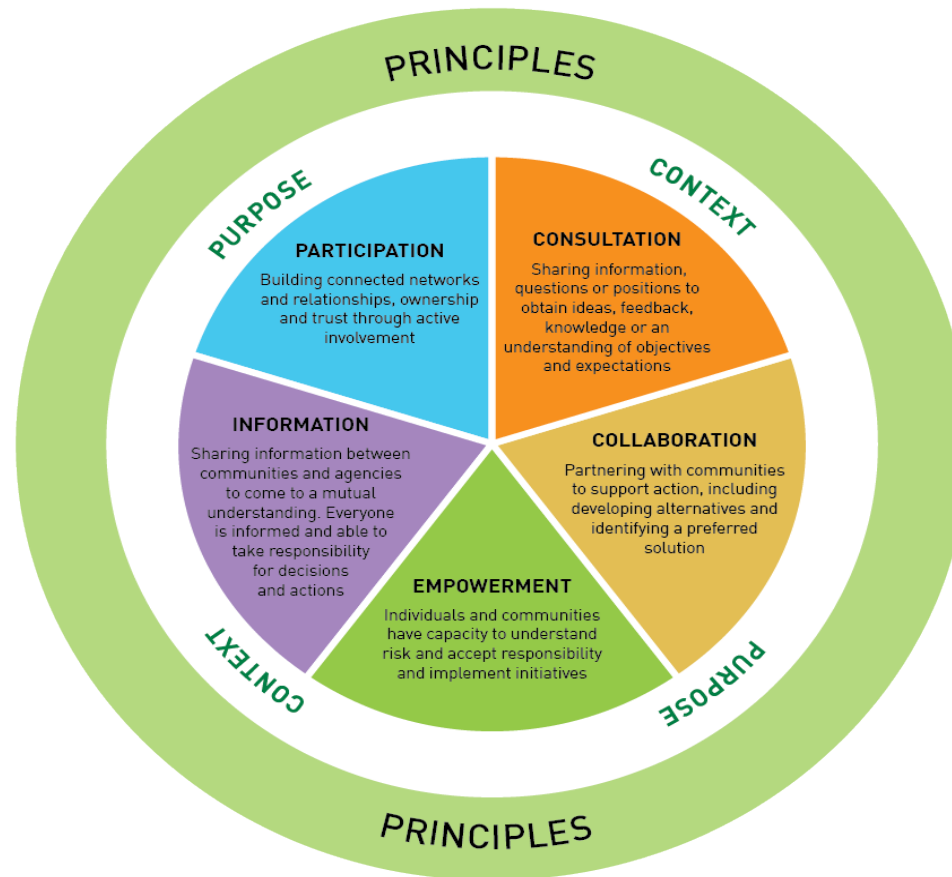


Figure 1 Community Engagement Model for Emergency Management

⁴ National Strategy for Disaster Resilience, Attorney-General's Department, Commonwealth Government of Australia, 2013, Community Recovery Handbook 6, Australian Emergency Management Handbook Series

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Scope

Who is this framework for?

This Framework relates to organisations – government, non-government, contractors, corporate or community groups – working within the emergency relief and/or community recovery fields who are engaged in assisting the psychosocial recovery of individuals and communities following an emergency event.

What do we mean by recovery workforce?

The recovery workforce includes those working in organisations providing emergency relief and recovery services from the start of an emergency to the point when formal operations are stood down and/or the community assumes full responsibility for rebuilding their lives. The recovery workforce may work for short periods of time—a few weeks—or for longer periods of time—for a few years.

The recovery workforce includes professional recovery workers, paid volunteers from the government, non-government or private sector and unpaid volunteers from the community sector.

Strategic intent

The Community Recovery Workforce Framework aligns with the National Strategy for Disaster Resilience through its goal of building a more cohesive, capable and competent recovery workforce. It is also underpinned by the Principles of Recovery and those of the Community Engagement model for Emergency Management.

Vision

That the community recovery workforce is flexible, responsive and sustainable so that the right people are in the right jobs at the right time.

- A *flexible* workforce is one that is strong and reliable so that it can contribute to local recovery efforts and is scalable for national efforts if required.
- A *responsive* workforce is one that is of high quality and based on identified community needs.

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- A *sustainable* workforce is backed up by systems and structures that support competency and workforce development.

Goals

The goals of the Framework are that

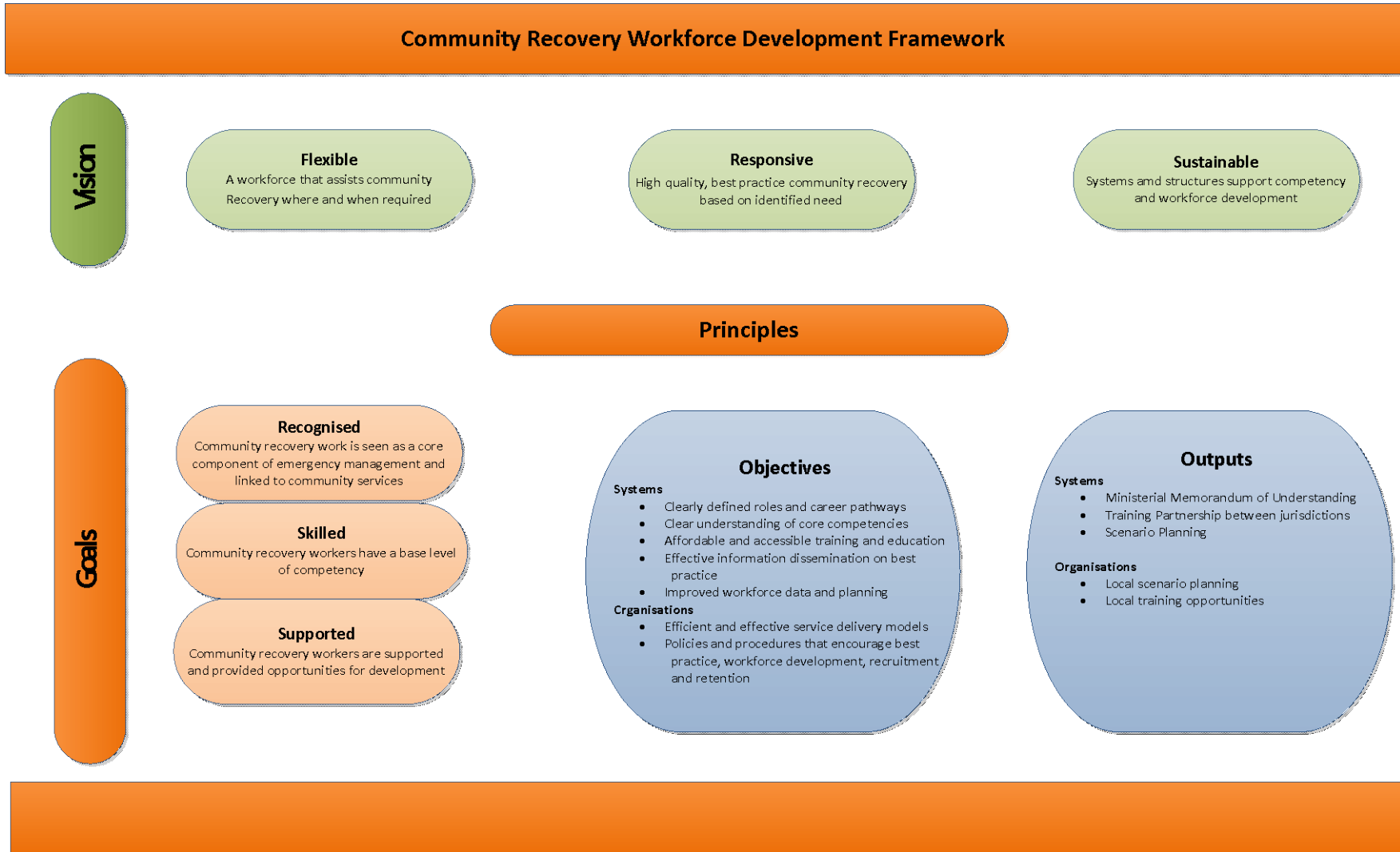
- community recovery work is recognised as a core element of emergency management and connected to the community services sector
- there is a skilled workforce with recognised competencies, qualifications and career path
- there is a nationally consistent approach to developing and supporting community recovery workers
- systems and protocols are in place to enable deployment of recovery workers across jurisdictions when required.

Principles of the Framework

The Framework encourages consistency across Australia with the development of a trained and ready community recovery workforce. The principals underpinning the national approach to developing a competent and robust workforce are

- participation, resilience and sustainability are the foundations of community recovery work
- national and local opportunities for knowledge acquisition are essential to best practice
- flexibility and innovation encourage professional development
- leadership fosters quality performance and supports learning
- continuous improvement is based on sound evaluation and evidence.

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Strategies

The Community Recovery Workforce Development Framework is built around the three core elements of goals, systems (national) and organisations (local) that together support the vision of a flexible, responsive and sustainable community recovery workforce. The following matrix shows the types of strategies that will be implemented to give effect to the goals of the Framework.

Goals	Systems (National)	Organisations (Local)
<p>Recognised Core component of emergency management and linked to community services</p>	<p>Research and evaluation informs workforce planning</p> <p>Recognised Training Organisations provide accredited courses and qualifications</p>	<p>Community Recovery Workforce development is integrated into organisational business plans</p> <p>Workforce is valued through reward and recognition programs</p>
<p>Skilled Community recovery workers have a base level of competency and a career pathway</p>	<p>Core community recovery roles identified with consistent role descriptions</p> <p>Core minimum competencies developed</p> <p>Workers trained in core roles</p> <p>Cooperative exercising is conducted and encouraged</p> <p>Career pathways for recovery workers are established</p>	<p>Recognised importance of induction and training</p> <p>Basic minimum training is provided for all volunteers</p>
<p>Supported Community recovery workers are supported and have opportunities for development</p>	<p>Consistent HR policies for deployment</p> <p>Community of practice for recovery workers enhanced</p>	<p>Recovery expertise is tracked and reported</p> <p>Recovery roles integrated into performance management systems</p> <p>Health and wellbeing systems in place</p>

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Responsibilities

Where possible, agencies operating under emergency management arrangements will

- provide basic minimum training for all workers deployed into community recovery
- provide opportunities for advanced training for core roles in community recovery
- share training and practice knowledge to ensure familiarity with processes and systems across jurisdictions
- work with Recognised Training Organisations to ensure availability of appropriate qualifications and learning and development opportunities

The Social Recovery Reference Group will continue to work with the Australian Emergency Management Institute to develop training, professional development opportunities and learning mechanisms appropriate to community recovery.

Treatment of volunteers and staff

Regardless of the nature of employment or volunteer status, all workers engaged in emergency relief or community recovery operations will be treated with an equal expectation that they possess the basic level of competency to acquit the roles for which they are engaged.

Support mechanisms

The importance of supervision and debriefing is recognised. Workers engaged in emergency relief or community recovery can expect to be supported through appropriate supervision, briefing and debriefing opportunities.

Reporting

Jurisdictions will report each year on

- the current capacity within each state and territory including: the number of core community recovery staff trained at an advanced level; the number of staff trained at a basic level and available for deployment; the type of training and development activities undertaken
- how the framework is being utilised and promoted, for example, occasions where recovery activities have been supported by other jurisdictions.

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Review

The framework, has been approved by the Australian and New Zealand Emergency Management Committee (ANZEMC) and is to be reviewed by the Recovery Sub Committee every two years, unless otherwise directed by ANZEMC.