

4-1 Strategic Leadership Training and Education Level

Table 4-1: Leadership in the Emergency Management Environment. This competency area focuses on the knowledge and/or skills that leaders need to: (1) develop and implement vision and mission statements for an emergency management agency/organization that comprises key goals, priorities, and values, (2) develop a marketing strategy for sharing an organization’s vision and mission, and (3) balance the need to both maintain continuity and address change by creating systems and procedures, holding personnel accountable to them, and encouraging creativity and innovation.

Competency Area	Competency Statement
PL-1 Understanding Strategic Leadership	Describe the qualities and abilities of an effective leader.
	Explain how to apply strategic leadership in the emergency management environment to reduce a community’s vulnerability to hazards and increase its capacity to cope with disasters.
	Describe how to model effective leadership.
	Explain how the informal organization can complement/support <i>and/or</i> undermine the plans, policies, and procedures of the formal organization, and the role of leaders in addressing the associated benefits and/or challenges.
	Discuss how leaders can use both public advocacy and personal influence (e.g., to effect change or to create/implement policy).
	Explain how strategic leaders coordinate the actions of stakeholders to achieve a common purpose.
	Describe how to create and maintain a professional organization that values a science- and knowledge-based approach (e.g., developed on the basis of education, training, and experience), ethical practice, and continuous quality improvement.
	Describe how to provide a safe, organized, encouraging, empowering, and nondiscriminatory workplace.
PL-2 Leading in Complex Environments	Describe the political, social, economic, and cultural factors that can impact an emergency management organization.
	Explain how to ensure that an organization has a comprehensive and inclusive approach to emergency management (i.e., the capacity to address all hazards and their impact through all phases of emergency management, including engaging all stakeholders, as appropriate).
	Discuss the value of and challenges to information sharing in complex organizations.
	Describe effective strategies for leading within and across organizational boundaries.
	Discuss how to debrief and address systemic failures during the planning/response/recovery, including managing the political repercussions and public perceptions, effectively engaging the media,

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	<p>identifying/applying lessons learned, and restoring public confidence and trust in the emergency management system.</p> <p>Explain how to ensure that emergency managers are identifying and engaging key players—such as elected officials, government administrators and managers, community leaders, workforce representatives, and congressional leaders—in implementing or sustaining their organization’s vision and mission statements.</p>
<p>PL-3 Overseeing and Motivating Managers and Influencing Organizations, Networks, and Environments</p>	<p>Describe the differences between intrinsic and extrinsic motivational factors and their impact on organizations.</p> <p>Compare how other leaders have inspired, motivated, coached, and mentored their managers, and influenced other organizations, networks, and environments.</p> <p>Point out the challenges of motivating and empowering managers <i>and</i> holding them accountable.</p> <p>Develop strategies/approaches for training managers and other organizations to support employees in meeting their organizational goals and continually improving their performance.</p> <p>Develop strategies for using both public advocacy and influence with/in other organizations, networks, and environments to ensure that policies and practices are exemplary and adhered to by a diverse set of stakeholders.</p> <p>Discuss how to provide professional staff development opportunities, including education, training, and other resources.</p>
<p>PL-5 Promoting and Managing Innovation and Managing Knowledge Networks</p>	<p>Discuss innovation, including the concept, key elements, and role in an organization.</p> <p>Discuss how to select effective approaches to promoting and managing innovation.</p> <p>Explain how to create and maintain a flexible organizational/emergency management structure that facilitates the identification and implementation of creative and innovative approaches to preventing and responding to disaster challenges.</p> <p>Examine how leaders ensure that emergency management organizations are future- and prevention-focused (i.e., anticipating potential disasters and building disaster-resistant and resilient communities).</p> <p>Explain how to create manage knowledge networks.</p> <p>Discuss how to create a collaborative team environment that promotes innovation and entrepreneurship.</p> <p>Explain how information sharing promotes innovation in complex organizations.</p> <p>Describe how creative problem solving promotes innovation in complex organizations.</p> <p>Describe the process of policy making, including identifying</p>

Competency Area	Competency Statement
	challenges, and then formulating, implementing, and evaluating policies to address them.
PL-6 Advancing and Implementing Local and National Policy	Compare how different organizational styles impact an organization's policy implementation.
	Describe how to use the lessons learned through local experiences to advance national policies.
	Discuss how to implement national policies locally.
	Explain how to build a community-wide commitment to/and engagement in implementing local and national emergency management policies.
PL-7 Fostering Coordination and Collaboration	Explain the strategic value of, and challenges to, emergency management organizations collaborating with and engaging stakeholders.
	Explain how to develop a structure for promoting ongoing collaboration among all relevant agencies and stakeholders.
	Develop processes for resolving conflicts among/negotiating with agencies and stakeholders.

Table 4-2: Strategic Leadership for All-Hazard Planning and Coordination. This competency area focuses on the knowledge and/or skills that a leader needs to facilitate all-hazard planning and coordination.

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SLPC-1 Leading a Diverse Team of Agencies, Organizations, and Professionals	Identify the qualities and abilities necessary to lead a diverse team.
	Describe how to develop effective strategies for leading a diverse team—including elected officials, other government administrators and managers, community leaders, union and other worker representatives, and nongovernmental organizations—during the planning and coordination process.
	Explain how to engage the technical support of key national professional organizations (e.g., the International Association of Emergency Managers [IAEM], National Emergency Management Association [NEMA], International Association of Fire Chiefs [IAFC], National Sheriffs' Association [NSA], Tribal organizations); State and local associations, and private-sector organizations during all-hazard planning and coordination.
	Describe how to provide leadership during all-hazard planning and coordination, including promoting the integration of key policies and practices by all stakeholder agencies and organizations, as

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	appropriate. Discuss strategies for engaging in the planning and coordination process with agencies and organizations and private-sector organizations that have not traditionally been involved in emergency management.
SLPC-2 Roles/Responsibilities of Agencies, Organizations, and Stakeholders (in planning, mitigating, preventing or protecting, preparedness, response, and recovery)	Establish a framework for ensuring clarity in the roles and responsibilities of all agencies (Federal, State, local, and Tribal), organizations, the private sector, and community members during all-hazards planning and coordination (as defined by the Robert T. Stafford Disaster Relief and Emergency Assistance Act [Stafford Act] and the Emergency Support Functions [ESFs]). Describe how to engage key players in establishing and communicating a planning framework and process (for mitigating, preventing, protecting against, preparing for, responding to, and recovering from all-hazards incidents).
SLPC 3: Advancing Sustainable Relations with Partner agencies and Key Stakeholders	Discuss strategies for ensuring the effectiveness of mutual aid agreements, memoranda of understanding, and other agreements (e.g., an Emergency Management Assistance Compact among Governors and other stakeholders) across jurisdictional lines and among agencies/organizations.

Table 4-3: Results-Oriented Emergency Management Environments and Networks. This competency area focuses on the knowledge and/or skills that leaders need to create a results-oriented emergency management organization (and the associated environments and networks) that operates on a continuous quality improvement cycle (including developing research methods and evaluation measures for monitoring organizational and employee performance).

Competency Area	Competency Statement
ROEM-1 Understanding and Applying Organizational Research Methods and Evaluation Measures	Describe the applicable Federal standards, guidelines, and required competencies for emergency management organizations and personnel. Discuss the science-based research methods (e.g., surveys, questionnaires, opinion polls, and laboratory studies) available to evaluate agency and employee performance. Select and implement the research methods most appropriate to an emergency management organization. Compare measures available to evaluate organizational and employee performance that are specific, measurable, achievable, relevant, and time-bound (SMART).

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	Develop and implement a process for evaluating the performance of an organization and its employees.
	Explain how to use the results of research to continually improve an organization's performance and strategize for the future.
	Describe indicators of disequilibrium and the major threats and opportunities that can result.