



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

OCCUPATIONAL STANDARD

(For use in the development of supply chain related job descriptions, performance evaluations, career development plans, etc.)

Position:	EMERGENCY AND CONTINUITY MANAGER
Description of Position (As defined by the CSCSC Stakeholder Community)	<i>Emergency and Continuity Managers plan and direct crisis management activities through prevention and mitigation, preparedness, response, recovery and restoration of services.</i>
Position Development	Advancement to senior management positions is possible through progressively responsible positions and management experience, ongoing training and professional development.
Required Qualifications:	(Education, Training, Related Work Experience)
Education and Additional Requirements	A university degree or college diploma is usually required. A combination of related training and considerable industry related experience may be considered an equivalent. If employed by transportation facilities a valid transportation security clearance by Transport Canada may be required.
Training	Individuals already have the required skills, knowledge, work-related experience, and/or training. A special emergency management training course from community college or university is considered an asset.
Related Work Experience	Several years of supervisory experience and on-the-job training is usually required.
Tasks:	
Emergency and Continuity Managers perform some or all of the following tasks	<ul style="list-style-type: none"> • Develop, maintain, or implement disaster recovery and business continuity strategies and solutions, including risk assessments and business impact analyses • Prepare emergency and continuity plans that outline operating procedures to be used in the event of a disruption to enable organization to continue to deliver its critical activities at an acceptable pre-defined level • Effectively communicate operating procedures to be used in

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	<p>response to disasters or emergencies to all employees</p> <ul style="list-style-type: none"> • Participate in development and delivery of emergency preparedness, response and recovery training activities • Develop and maintain liaisons with municipal, provincial and/or federal departments to facilitate plan development and response and recovery efforts coordination • Design, conduct, and debrief regular mock-disaster exercises to test the adequacy of existing plans and strategies • Maintain and update all procedures and resource materials associated with emergency response and continuity plans and strategies • Propose alteration of emergency response and continuity procedures based on legislative and technological changes, or knowledge gained from outcomes of previous emergency situations • Collaborate with other officials to prepare emergency situation status reports that describe response and recovery efforts • Communicate updates and actual or potential problems using established protocols • Inspect facilities and communications equipment to determine their operational and functional capabilities in emergency situations • Develop budgets for emergency management operations and responsible for purchase of related supplies, equipment, and technology • Attend meetings, conferences, and workshops related to emergency and continuity management to learn new information and to develop working relationships with other emergency management specialists
Tools and Technology:	
	<ul style="list-style-type: none"> • Computer hardware and associated software (i.e. specialized map creation software, database user interface and query, electronic mail, project management, spreadsheets, word processing, presentations) • Emergency alert notification systems, communication devices, electronic surveillance, access control systems
Required Competencies:	(Knowledge, Skills, Personal Attributes)
Knowledge	<p>An Emergency and Continuity Manager should have knowledge of public safety and security, law and government, customer and personal services, administration and management, education and training, communications and media, computers and electronics, telecommunications, English language, and other languages as</p>

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	required.
Skills	An Emergency and Continuity Manager should have the following skill sets: monitoring, critical thinking, complex problem solving, active listening and learning, speaking, reading comprehension, writing, coordination, judgment and decision making, instructing, and service orientation.
Personal Attributes	(Abilities, Work Values, Work Styles)
Abilities	The following abilities are important to the role of Emergency and Continuity Manager: oral expression and comprehension, written expression and comprehension, problem sensitivity, selective attention, speech clarity and recognition, inductive and deductive reasoning, fluency of ideas, information ordering. Function effectively in constantly changing and stressful situations.
Work Values	Individuals who will succeed in this position: <ul style="list-style-type: none"> • develop and maintain working environments that are health and safety conscious • are result oriented and lead by example and offer supportive management • empower employees to work independently and make their own decisions • empower employees to create a collaborative work environment
Work Styles	The following work styles are attributable to an Emergency and Continuity Manager: leadership, analytical thinking, integrity, and self control, stress tolerance, dependability, cooperation, concern for others, initiative, persistence, adaptability/flexibility.
Essential Skills Profile:	<p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the ESDC website: http://www.esdc.gc.ca/eng/jobs/les/index.shtml</p> <p>The Employment and Social Development Canada (ESDC) Essential Skills Profiles focused on occupations requiring a secondary school diploma or less, and on-the-job training. As such a formal Essential Skills Profile for the occupation of Emergency and Continuity Manager has not yet been created by ESDC.</p> <p>The following section contains essential skills information identified in existing occupational standards and classified using the nine Essential Skills categories. Note that the content is not associated with ESDC and the Essential Skills Profiles.</p>

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<p>Reading Text</p>	<ul style="list-style-type: none"> • Frequently read text in both print and non-print media <ul style="list-style-type: none"> ✓ short reports ✓ emails and memos ✓ security/emergency alerts and bulletins ✓ newsletters ✓ investigative summaries and recommendations ✓ instructions and best practice procedures ✓ meeting minutes ✓ equipment and operating manuals • Read and interpret dense and complex texts, and have ability to make high-level inferences using specialized knowledge <ul style="list-style-type: none"> ✓ policies and procedures ✓ regulations (e.g. security, health and safety) ✓ instructional and managerial technique products • Frequently read paragraph length text in charts, tables and graphs
<p>Document Use</p>	<ul style="list-style-type: none"> • Documents produced and/or used may include forms, graphs, charts, lists, tables, schematics, drawings, schedules, reports, labels, warning signs, information signs, maps, accounting and financial statements, in both print and non-print media • Must be able to read simple to complex documents in which considerable inference may be required • Must be able to read/interpret, and write/complete/produce documents • May interpret maps and floor plans • Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for accuracy and omissions
<p>Writing Skills</p>	<ul style="list-style-type: none"> • Write communications to co-workers and supervisors to inform about matters such as upcoming training and changes to emergency plans and procedures • Write detailed reports to describe incidents or violations of regulations, policies and procedures • Write a variety of business letters • Write comprehensive emergency plans and procedures
<p>Numeracy</p>	<ul style="list-style-type: none"> • Apply financial math/money math • Apply scheduling, budgeting and accounting math • Apply measurement and calculation math • Apply data analysis math

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	<ul style="list-style-type: none"> Utilize numerical estimation
Oral Communication	<ul style="list-style-type: none"> Share knowledge and updates with all employees Provide clear and concise direction and instructions to staff and other departments Professional communications with staff and colleagues using a variety of communications devices and media Exchange information with other managers and senior management Conduct staff meetings and make presentations Communicate during high stress situations (e.g. emergencies, threats, etc.)
Thinking Skills	(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)
Problem Solving	<ul style="list-style-type: none"> May encounter equipment malfunctions Ability to think and respond quickly, and adjust schedules and emergency procedures in response to unplanned events May have to adapt negotiation strategies to cope with new circumstances or issues that arise
Decision Making	<ul style="list-style-type: none"> Evaluate potential and actual, current safety and security threats Evaluate and choose appropriate security and emergency response measures Make decisions consistent with the established emergency response and business continuity procedures Make decisions about suggestions for change
Job Task Planning and Organizing	Liaison with employees and other management is needed to co-ordinate the emergency and continuity management activities.
Significant Use of Memory	<ul style="list-style-type: none"> Remember policies and procedures relevant to emergency and continuity management activities Remember applicable regulatory requirements Remember staff details
Finding Information	<ul style="list-style-type: none"> Search computer databases to make sure information entered into the system is accurate and updated Obtain information by speaking with staff, making phone calls, reading correspondence, and conducting database searches Obtain information on legislation and regulations that may impact management decisions Find information for budgeting purposes

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Working with Others	Emergency and Continuity Managers are generally self-directed and work as part of a broader team. They provide encouragement and support to team members and assist them in achieving their personal work objectives, the team work objectives, and provide recognition when objectives have been achieved. They often will consult with relevant colleagues for their views, concerns and issues related to emergency and continuity management.
Continuous Learning	Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs through participation in professional organizations, seminars, formal courses, conferences, trade shows, social media groups and support groups of managers with similar responsibilities. In addition, skills may be upgraded by taking management classes through educational institutions.
Additional Information	(Physical Aspects, Attitudes)
Physical Aspects	An Emergency and Continuity Manager works extensively in an office environment (e.g. sitting for long periods of time, and repetitive computer and telephone use). Typically there is no bending or stooping required, however, Emergency and Continuity Managers may be required to move around facilities in order to satisfy visual management functions.
Attitudes	Attitudes of an Emergency and Continuity Manager include a strong commitment to leadership, customer service, and people management. An Emergency and Continuity Manager should have excellent interpersonal skills, and exhibit an awareness of and sensitivity to other cultures. In addition, excellent planning and organizational abilities are required as well as a desire to search for new information regularly.
Future Trends Affecting Essential Skills:	All essential skills are affected by the introduction of technology in the workplace. Ability to adapt to new technologies is strongly related to skill levels across the essential skills, including reading, writing, thinking and communication skills. Technologies are transforming the ways in which Emergency And Continuity Manager obtain, process, and communicate information, and the types of skills needed to perform.

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<p>Government of Canada Defined - Related NOC Code & Description</p>	<p>4161 Natural and applied science policy researchers, consultants and program officers</p> <p>Natural and applied science policy researchers, consultants and program officers conduct research, prepare reports, provide consultation and advice and administer programs in a variety of areas related to the natural and applied sciences. They are employed by federal, provincial and municipal governments, computer and office furniture manufacturers, educational institutions, research organizations, consulting firms, environmental and conservation organizations, or they may be self-employed.</p>
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Document Management:				
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2				

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- ✓ Document Created
- ✓ Document Modified (Minor Corrections & Editorial Changes)
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- ✓ Document Finalized
- ✓ Document Retired

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