

Guide to the Emergency Management Assurance Framework Quality and Continuous Improvement System

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Purpose

The purpose of the Emergency Management Assurance Framework (the Framework) Quality and Continuous Improvement System (QCIS) is to ensure the accuracy, excellence and value of the Framework is monitored and continually improved (see Attachment 1 and 2).

Section 16C(e) of the *Disaster Management Act 2003* (the Act) provides for the Office of the Inspector-General Emergency Management (IGEM), under the authority of the IGEM, to regularly review and assess the disaster management standards. The QCIS will provide the mechanism to fulfil this function.

Principles

The quality management principles of the Framework QCIS are¹:

- **Stakeholder focus:** we depend on our stakeholders and therefore will seek to understand their current and future needs, meet their requirements and strive to exceed their expectations
- **Leadership:** we establish unity of purpose and direction for emergency management to create an environment where our stakeholders can become fully involved in achieving our shared responsibilities
- **Continual improvement:** we employ a consistent approach to continually improve our own and others' performance as a permanent objective
- **Involvement of our people:** we encourage the full involvement of our staff and our stakeholders to enable their abilities to be used for the benefit of the sector and the organisation
- **Process approach:** our quality and continuous improvement activities and resources are managed as a process in order to achieve our desired result more efficiently
- **System approach to management:** we identify, understand and manage interrelated processes to contribute to our effectiveness and efficiency in achieving our quality and continuous improvement objectives
- **Factual approach to decision making:** we make decisions and take actions based on data that is accurate and reliable, using valid methods of analysis to make effective decisions and take action.

Objectives

The objectives of the QCIS are to:

- integrate and align existing processes and programs to achieve quality outcomes
- increase stakeholder and staff ownership of the standard and its improvement
- increase stakeholder confidence in the consistent performance of the Office and its commitment to improvement
- promote more transparent, consistent and predictable Office activities
- increase opportunities for staff to drive innovative improvement.

Approach

This process applies to, and is to be applied by, all members of the Office of the IGEM. The process is aligned to the Assurance and Excellence Development Program (AEDP) (Attachment 3).

Validation of the QCIS will be determined through a number of mechanisms, for example the Office of the IGEM's Client Satisfaction Survey.

¹ Adapted from International Standards Organisation, *Quality Management Principles*, www.iso.org

Inputs

Input to the QCIS is through:

1. Unsolicited communications
2. The Framework Advisory Panel (the Panel)
3. The Office of the IGEM Stakeholder Portal
4. Assurance activities conducted by the Office of the IGEM (stakeholder and staff feedback)
5. Stakeholder engagement activities.

Review Triggers

In applying the Office's functions under s.16C(e) of the Act, and identifying the need for a review of the Framework, the Executive Management Committee (EMC) will determine any action to be taken based on the following criteria:

- **Amendment Review**

This type of review is initiated for minor editorial amendments or changes the EMC determine do not require engagement with the sector.

- **Partial Review**

This type of review is initiated when an opportunity arises to improve content to align with practice improvements, changes in legislation, review or audit recommendations, or other noteworthy changes to the disaster management system.

This review type applies to issues the EMC determine require engagement with the Panel or other representatives/experts from the disaster management sector. The review is conducted under the AEDP and will follow endorsed processes and procedures under that program.

Review outputs are approved by the IGEM. Notification of the review and its result is sent to all stakeholders through a notification strategy aligned to the Office's Stakeholder Engagement Framework.

- **Full Review**

This type of review is initiated when new components or major change of an existing component is required.

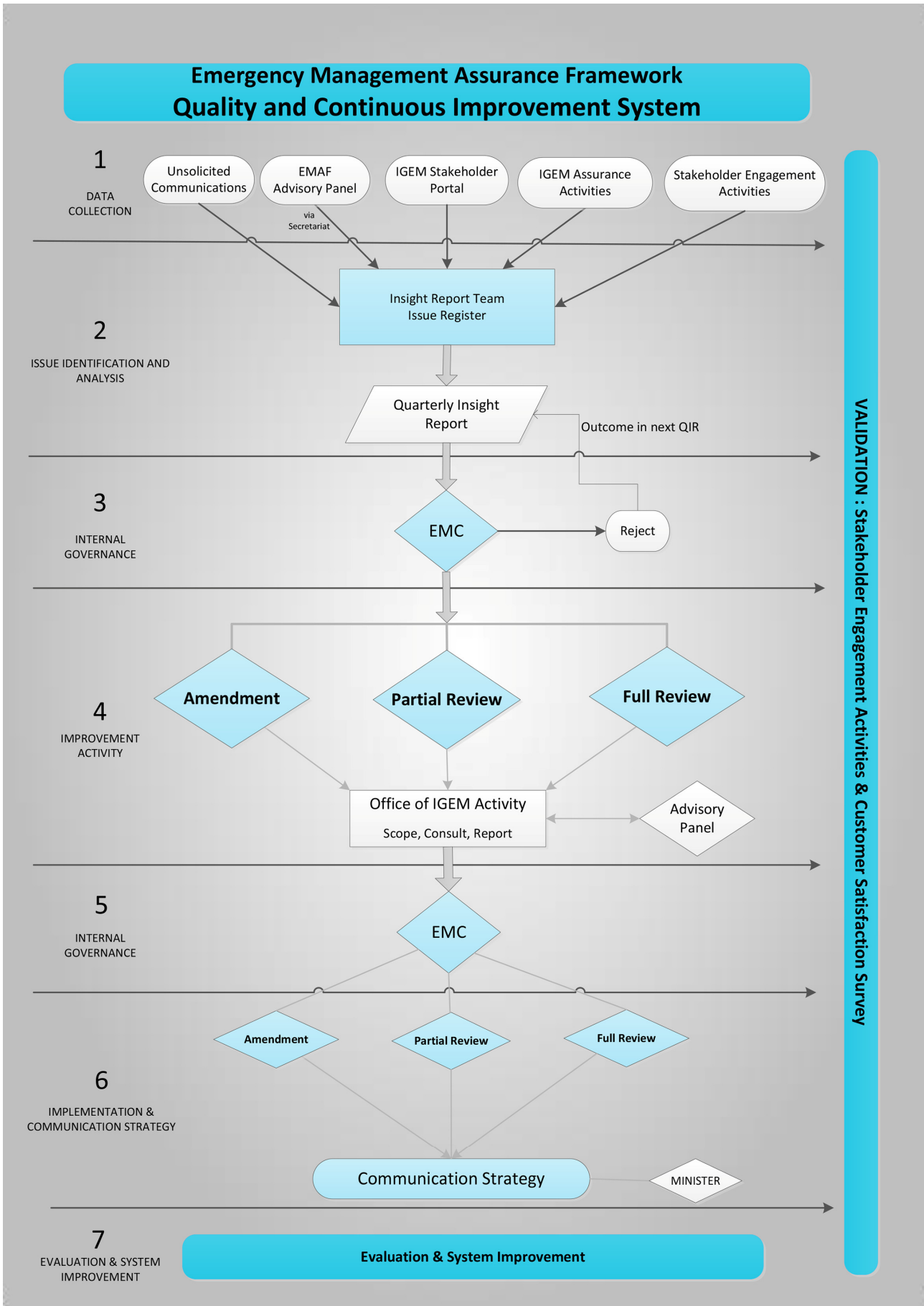
This review type applies to issues the EMC determine require broad engagement with the disaster management sector. The review is conducted under the AEDP and will follow endorsed processes and procedures under that program.

Review outputs are approved by the IGEM. Notification of the review and its result is sent to all stakeholders and the Minister through a notification strategy aligned to the Office's Stakeholder Engagement Framework.

Improvement

Staff responsible for the ongoing management and maintenance of the QCIS will conduct regular assessments of the system to determine if it is adequately meeting its objectives. Results will be provided to the EMC who will determine any action to improve the QCIS using the Framework Review Triggers.

Attachment 1: QCIS Process Diagram



Attachment 2: QCIS Activity Processes (use in conjunction with QCIS Diagram)

Step	Mechanism	Responsibility	Context	Action
Step 1 – Data collection	1a. Unsolicited Communications	Executive Officer Insight Report Team	Feedback received via unsolicited email or mail; telephone or in-person discussion with IGEM.	Administration Team progress to Insight Report Team to add observations to Customer Relations Management (CRM) system. Insight Report Team may refer to a staff member for specialist input dependent on current roles.
	1b. Emergency Management Assurance Framework Advisory Panel	Director, Emergency Management Standards, Best Practice & Evaluation Panel Secretariat	Framework feedback/ effectiveness discussion as standing agenda item. Issues collected by Panel Secretariat.	Panel Secretariat adds observations to CRM system.
	1c. Stakeholder Portal	Director, Community & Stakeholder Engagement	External link for stakeholders to provide direct feedback or identify issues.	External stakeholders add observations to Stakeholder Portal. Insight Report Team monitors and analyses to develop issues.
	1d. IGEM Assurance Activities	Director, Emergency Management Standards, Best Practice & Evaluation Executive Managers	a. Assurance activity teams collect feedback from stakeholders b. Assurance activity teams consider Framework utility and fit to frame assurance activities.	Assurance activity teams add observations to CRM system. Validation feedback is referred to team responsible for QCIS.
	1e. Stakeholder Engagement Activities	Director, Community & Stakeholder Engagement	Stakeholder engagement activities capture stakeholder feedback as standard consideration.	Responsible staff adds observations to CRM system.
Step 2 – Issue Identification & Analysis	2. Issues Register & Quarterly Insight Report	Director, Emergency Management Standards, Best Practice & Evaluation	Framework related observations coded and themed to Issues Register. Observations and issues monitored and urgent matters escalated to EMC out of session. Issues analysed quarterly and included in Quarterly Insight Report with recommended action for information of EMC and IGEM.	Insight Report Team collates codes and monitors observations, analyses observations to form Issues Register and includes Framework related issues in Quarterly Insight Report.
Step 3 – Internal Governance	3. EMC Meetings	EMC	EMC determine if action is required based on analysis in Quarterly Insight Report.	EMC determine if action required. Nil action - issues revert to Insight Report Team. Action required - referred to selected staff for attention.

Step	Mechanism	Responsibility	Context	Action
Step 4 – Improvement Activity	4. Improvement Activity	Director, Emergency Management Standards, Best Practice & Evaluation	<p>a. Amendment: IGEM approves, amendments made, communication to stakeholders.</p> <p>b. Partial Review: IGEM approves; single round of stakeholder consultation; Brief to EMC for endorsement (see step 5); communication to stakeholders (see step 6).</p> <p>c. Full Review – IGEM approves; multiple rounds of consultation with stakeholders; Report to EMC for endorsement (see step 5); communication to stakeholders (see step 6).</p>	Responsible staff undertakes amendment review, partial review or full review; develop brief and/or report to EMC; develop communication strategy and explanatory note if required.
Step 5 – Internal Governance	5. EMC Meetings	EMC	EMC to endorse outcomes of reviews.	EMC endorse improvements.
Step 6 – Implementation and Communication Strategy	6. Communication Strategy	Director, Community & Stakeholder Engagement	Communication strategy is planned and implemented to inform stakeholders of improvements, including explanatory note if required.	Communication to stakeholders in line with Office of the IGEM Stakeholder Engagement Framework.
Step 7 – Evaluation and System Improvement	7. Regular System Assessment	Director, EM Standards, Best Practice & Evaluation	Monitoring QCIS against principles and objectives, regular assessment and action to continually improve system performance.	Responsible staff to conduct ongoing monitoring and assessment.
Validation	a. Stakeholder Engagement Activities	Director, Community & Stakeholder Engagement Executive Managers	All engagement activities with stakeholders include validation of the effectiveness of the Framework and continuous improvement processes.	All teams actively manage feedback and add observations to CRM system. Validation feedback is referred to team responsible for QCIS.
	b. Customer Satisfaction Survey	Director, Performance Reporting & Policy Analysis	Question re customer satisfaction included in survey to provide longitudinal data.	Responsible staff report to EMC on outcomes of survey annually.

Attachment 3: Assurance and Excellence Development Program

