

SERIAL	PERFORMANCE REQUIREMENTS	DP					
		1	2	3	4	4D	5
A - LEADERSHIP AND COMMAND							
LEADERSHIP							
A T	1	Lead subordinates	*	*	*	*	*
A T	2	Develop subordinates	*	*	*	*	*
A T	3	Assess behavior of personnel in operations	*	*	*	*	*
A T	4	Assess suitability of personnel for special duty assignment	*	*	*	*	*
A T	5	Establish objectives and goals for personnel	*	*	*	*	*
A T	6	Explain objectives and goals to subordinates	*	*	*	*	*
A T	7	Resolve personnel and inter-personnel conflicts	*	*	*	*	*
A T	8	Promote dress and deportment of subordinates	*	*	*	*	*
A T	9	Enforce general safety programs	*	*	*	*	*
A T	10	Enforce security procedures	*	*	*	*	*
A T	11	Promote ethical behaviour	*	*	*	*	*
A T	12	Make effective and timely decisions	*	*	*	*	*
A S	1	Applying leadership					
A S	2	Applying ethical principles and values					
A S	3	Promoting team before self					
A S	4	Supervising personnel					
A S	5	Motivating personnel					
A S	6	Managing risk					
A S	7	Managing time					
A S	8	Managing stress					
A S	9	Managing change					
A K	1	Principles and techniques of leadership					
A K	2	Principles of authority, responsibility and accountability					
A K	3	Ethics of leadership					
A K	4	Leadership theory					
A K	5	Characteristics of human behaviour					
A K	6	Group dynamics					
A K	7	Conflict resolution techniques					
A K	8	General safety program					
A K	9	Occupational, safety and health program rules and regulations					
A K	10	Principles and techniques of time management					
A K	11	Standards of hygiene and sanitation					
A K	12	Principles and techniques of risk analysis					
A K	14	Principles and techniques of decision making					
ETHOS							
A T	13	Promote ethos	*	*	*	*	*
			1				
A K	15	ARES ethos	1				
A K	16	Role of the ARES	1				
A K	17	Relationship between Served Agencies and the ARES	1				
A K	18	Gender integration	1				

A	K	19	Cultural awareness	1
A	K	20	Diversity	1
A	K	21	History of Canadian ARES	1
A	K	22	Leader/member relationships and responsibilities	1

WELL BEING OF SUBORDINATES

A	T	14	Ensure well-being of subordinates
A	T	15	Assess workload of subordinates
A	T	16	Develop physical and mental stamina of subordinates
A	T	17	Initiate activities to enhance morale

A S 10 Recognizing stress

A	K	23	Critical incident stress
A	K	24	Signs and symptoms of post-traumatic stress
A	K	25	Resources available through social support services
A	K	26	Care of injured

ASSESSMENT

A	T	18	Assess performance of personnel
A	T	19	Prepare performance appraisals on subordinates
A	T	20	Review performance appraisals

A S 11 Assessing personnel job performance

A K 27 Performance Appraisals

FEEDBACK

A	T	21	Provide subordinates with feedback
A	T	22	Counsel personnel

A S 12 Counselling
A S 13 Interviewing

A K 28 Principles and techniques of interviewing
A K 29 Principles and techniques of counselling

COMMAND

A	T	23	Command forces
A	T	24	Issue orders
A	T	25	Advise authorities on use of ARES capabilities
A	T	26	Establish policies and procedures
A	T	27	Analyze unit performance
A	T	28	Approve unit training plans
A	T	29	Approve operational orders
A	T	30	Organize unit work relationships and reporting lines
A	T	31	Approve Standard Operating Procedures (SOPs)
A	T	32	Approve administrative orders
A	T	33	Initiate Investigations
A	T	34	Promote environmental responsibility

- A S 14 Applying principles of war
- A S 15 Developing concepts

Principles of war (These need to be translated into civilian/business terms. It's all about setting priorities, and not letting changing events cause you to stray from those priorities)

- A K 30
- A K 31 Conduct of **orders group/mission** briefing

DISCIPLINE

- A T 35 Maintain good order and discipline
- A S 16 Maintaining discipline
- A K 32 Code of conduct

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PERSONNEL MANAGEMENT AND ADMINISTRATION

- A T 36 Promote staff relations in the workplace
- A T 37 Resolve individual personnel problems
- A T 38 **Determine disciplinary course of action for personnel**
- A T 39 Recommend personnel for awards and recognition programs
- A T 40 Provide redress of grievance assistance to members
- A T 41 **Initiate administrative career action for subordinates**
- A T 42 Consult career managers on personnel matters
- A T 43 Prepare job descriptions
- A T 44 Identify personnel qualification requirements

- A T 46 Implement collective agreements
- A T 47 Provide input to grievance hearings
- A T 48 **Adjudicate at grievance hearings**
- A T 49 Interview ARES applicants
- A T 50 Approve job descriptions

- A K 33 Principles and techniques of personnel management
- A K 34 Development and training programs

- A K 35 Redress procedures
- A K 36 Awards and recognition programs
- A K 37 Probationary action for Members
- A K 38 Recruiting policies and procedures
- A K 39 Release policies and procedures

- A K 40 Personnel administration policies, procedures and regulations
- A K 41 **Field Service (ARES?) Team concept**
- A K 42 administrative and disciplinary procedures
- A K 43 performance review reports
- A K 44 staffing procedures
- A K 45 training and development system
- A K 46 honours and awards

A K 47 grievance procedures

B - OPERATIONS

DOCTRINE AND TECHNOLOGY

B T 1 Determine effect of technological change on operational doctrine

B K 1 Revolution of communication arts and sciences

B K 2 ARES doctrine, plans and operations

B K 3 EMO doctrine, plans and operations

B K 4 Information Operations/warfare

B K 5 Operations security

STRATEGY

B T 2 Define strategic threats

B T 3 Appraise regional and global strategies

B T 4 Analyze national security policy

B T 5 Formulate strategic goals

B T 6 Establish long-range goals and objectives

B T 7 Identify problem areas affecting achievement of long-range goals and objectives

B K 6 Development of strategic thought

B K 7 Formulation of management strategy

B K 8 Impact of federal and provincial government policy on the CF

B K 9 Impact of federal and provincial government policy on the CF

B K 10 Strategy and aims of RAC Field Service policy

B K 11 Continuum of operations

B K 12 Canada's national strategic readiness posture

B K 13 International crisis prevention and management

This section needs to be translated into ARES paradigm

PLANNING

B T 8 Plan ARES operations

B T 9 Assemble planning information

B T 10 Establish priorities

B T 11 Define threats

B T 12 Determine operational and support goals and objectives

B T 13 Review operational and support goals and objectives

B T 14 Analyze planning information

B T 15 Utilize intelligence information

B T 16 Determine alternative course(s) of action

B T 17 Conduct feasibility studies

B T 18 Determine resource requirements for long-range goals and objectives

B T 19 Assess impact of changes in resource allocation on operations

B T 20 Determine resource requirements

B T 21 Determine effect of changes to taskings/duties on operations

B T 22 Prepare plans for operations

B T 23 Develop Rules of Engagement (ROE)

B T 24 Set priorities for operations

- B T 25 Establish milestones or timetables
- B T 26 Establish performance standards
- B T 27 Coordinate support requirements
- B T 28 Prepare operation orders
- B T 29 Provide advice on setting priorities
- B T 30 Adhere to Environmental Protection policies and directives

- B S 1 Planning
- B S 2 Analyzing information
- B S 3 Analyzing problems and situations
- B S 4 Applying visualization techniques in plans and operations

- B K 14 **Military estimates (Standardized Logical Thinking Process)**
- B K 15 Principles and techniques of operations planning
- B K 16 Operations planning process
- B K 17 Capabilities and limitations of ARES
- B K 18 Sustainability of forces on deployed operations
- B K 19 Roles of ARES in external organizations
- B K 20 Principles and techniques of problem solving
- B K 21 Principles and techniques of options analysis
- B K 22 Visualization techniques
- B K 23 Types of orders
- B K 24 Operation order formats
- B K 25 ICS Forms

OPERATIONS

- B T 31 Execute operations
- B T 32 Adjust plans, procedures, standards and objectives
- B T 33 Verify adherence to performance standards
- B T 34 Compare results with established objectives
- B T 35 Identify reasons for failure to meet objectives
- B T 36 Prepare operational reports

- B S 5 **Applying law of armed conflict**
- B S 6 Applying rules of engagement
- B S 7 Integrating forces

- B K 26 application of command and control principles
- B K 27 Intelligence reporting
- B K 28 Alert/warning systems

TRAINING

- B T 37 Determine individual training and education requirements
- B T 38 Determine team and collective training requirements
- B T 39 Develop annual training plans
- B T 40 Implement training programs
- B T 41 Coordinate training programs
- B T 42 Instruct personnel
- B T 43 Conduct training sessions and demonstrations, including OJT
- B T 44 Assess effectiveness of training

B	S	8	Applying principles of instruction
B	S	9	Lesson planning
B	K	29	Theory of learning
B	K	30	Instructional techniques
B	K	31	ARES general specifications
B	K	32	ARES Training and Education System
B	K	33	Training assessment procedures

C - COMMUNICATIONS

COMMUNICATIONS TECHNIQUES

C	T	1	Prepare written correspondence
C	T	2	Prepare briefings and speeches
C	T	3	Give briefings and speeches
C	T	4	Edit correspondence and documents
C	T	5	Prepare replies to official Enquirer
C	T	6	Write articles for newspapers, newsletters or magazines
C	T	7	Give media interviews

C	S	1	Communicating orally
C	S	2	Writing correspondence and documents
C	S	3	Editing correspondence and documents
C	S	4	Public speaking
C	S	5	Effective listening
C	S	6	Effective reading
C	S	7	Keyboarding
C	S	8	Operating computer software

C	K	1	Principles and techniques of logical thinking
C	K	2	Techniques of effective writing
C	K	3	Techniques of effective reading
C	K	4	Techniques of public speaking
C	K	5	Techniques of effective listening
C	K	6	Interviews by the media
C	K	7	Personal computers
C	K	8	Principles and techniques of creative thinking

COMMUNICATIONS MANAGEMENT

C	T	8	Chair meetings and committees
C	T	9	Approve replies to official inquiries
C	T	10	Approve media information plans
C	T	11	Enforce provisions of access to information and privacy acts
C	T	12	Refer media to appropriate agencies
C	T	13	Set up committees
C	T	14	Authorize release of information to the public
C	S	9	Mediating
C	S	10	Negotiating

- C K 9 Individual responsibilities pertaining to public relations and media
- C K 10 Principles and techniques of mediating
- C K 11 Censorship responsibilities
- C K 12 Principles and techniques of negotiation
- C K 13 Public information services during operations

D - MANGEMENT

LEGISLATIVE AND REGULATORY FRAMEWORK

- D K 1 Provincial Emergency Management Act and Regulations
- D K 2 Municipal Emergency Plan Bylaw
- D K 3 Municipal Emergency Plan
- D K 4 RAC Field Service ARES policies
- D K 5 Provincial ARES policies
- D K 6 ARES Group policies
- D K 7 Workers compensation act and procedures
- D K 8 Incident Command/Management Theory and Doctrine

POLICY FRAMEWORK AND ORGANIZATIONAL STRUCTURE

- D T 1 Develop policy
- D T 2 Assess long-range direction of provincial/municipal policy
- D T 3 Assess long-range direction of RAC Field Services policy
- D T 4 Assess long-range direction of provincial ARES policy
- D T 5 Evaluate effects of policy change proposals
- D T 6 Implement policies
- D T 7 Evaluate effectiveness of organizational structure
- D T 8 Develop changes to organizational structure
- D T 9 Determine effects of changes on organizational structure
- D T 10 Consult with government departments, agencies and private industry
- D T 11 Provide advice to government departments, agencies and private industry
- D T 12 Prepare agreements
- D T 13 Conduct agreement negotiations
- D T 14 Approve agreements
- D T 15 Coordinate staffing of policy proposals
- D T 16 Determine need for policy reviews
- D T 17 Analyze change indicators for identifying trends and emerging issues
- D T 18 Resolve issues at senior management policy committees

- D K 9 Organization, roles and functions of RAC Field Services
- D K 10 **Organization and roles of Commands**

- D K 11 General principles and characteristics of organizational structure
- D K 12 Principles and techniques of organizational management
- D K 13 Interrelationship between the Defence Program Management system and other government agencies
- D K 14 IMS/ICS doctrine

RESOURCE MANAGEMENT

D	T	19	Assign resources to activities
D	T	20	Establish implementation schedules and target dates
D	T	21	Identify production problems and backlogs
D	T	22	Prepare financial forecasts
D	T	23	Prepare cost estimates for public fund activities
D	T	24	Prepare business plans
D	T	25	Approve business plans
D	T	26	Allocate financial resources to business plans
D	T	27	Assess effects of changes to financial allocations
D	T	28	Prepare operating budgets
D	T	29	Manage an operating budget
D	T	30	Conduct cost-benefit analyses
D	T	31	Analyze financial expenditures and results
D	T	32	Approve financial expenditures
D	T	33	Set procedures for expenditure of public funds
D	T	34	Set procedures for expenditure of non-public funds
D	T	35	Prepare cost estimates for non-public fund activities
D	T	36	Prepare non-public fund budget submissions
D	T	37	Staff audit reports
D	T	38	Approve project schedules and milestones
D	T	39	Establish need for consultant services
D	T	40	Obtain consultant services
D	S	1	Managing resources
D	S	2	Using management information systems
D	K	15	Ethics of management
D	K	16	Principles and techniques of resource management and planning
D	K	17	Operating budget principles and costing techniques
D	K	18	Financial implications of decisions
D	K	19	Materiel accounting systems
D	K	20	Unit scales of entitlement
D	K	21	Miscellaneous requirements procedures
D	K	22	Policies and procedures for local procurement
D	K	23	Financial accounting procedures
D	K	24	Acquisition, control and disposal of public property
D	K	25	Acquisition, control and disposal of non-public property
D	K	26	Contracting out procedures and administration
D	K	27	Departmental business planning process
D	K	28	Principles and techniques of financial resource management
D	K	29	Principles and techniques of materiel management

E - GENERAL REQUIREMENTS

BASIC FIELD CRAFT

E	T	1	Fire personal weapon
E	T	2	Maintain personal weapon
E	T	3	Communicate using radios
E	T	4	Navigate using map and compass

- E T 5 Construct shelters
- E T 6 Prepare field rations
- E T 7 Prepare work site for Chemical, Biological, Radiological and Nuclear (CBRN) conditions
- E T 8 Conduct individual NBCD drills
- E T 9 Perform simple NBCD monitoring
- E T 10 Administer first aid
- E T 11 Perform Cardiopulmonary Resuscitation (CPR)

- E S 1 Communicate using radios
- E S 2 Applying first aid
- E S 3 Applying Cardiopulmonary Resuscitation (CPR)

- E K 1 Navigation techniques
- E K 2 Types and use of maps
- E K 3 Map care
- E K 4 Map reading
- E K 5 Care and use of compass
- E K 6 Magnetic declination
- E K 7 Preparation of field rations
- E K 8 First aid
- E K 9 Cardiopulmonary Resuscitation (CPR) techniques
- E K 10 Operation and uses of portable fire fighting equipment
- E K 11 Radio voice procedures
- E K 12 Phonetic alphabet
- E K 13 Hazardous material markings and warnings
- E K 14 Environment protection

STAFF FUNCTIONS

- E T 12 Execute staff duties
- E T 13 Execute requirements of Duty Officer/Duty Watch
- E T 14 Conduct general safety inspections
- E T 15 Prepare standard operating procedures
- E T 16 Prepare ARES group administrative orders and instructions

- E S 4 Interpreting policies, procedures and regulations
- E S 5 Extracting information from publications, correspondence and documents
- E S 6 Coordinating

- E K 28 Role of staffs in deployable and non-deployable headquarters

SECURITY

- E T 17 Secure/Lockup work areas
- E T 18 Account for classified material
- E K 29 Unit security orders and procedures
- E K 30 Communications security (COMSEC) requirements
- E K 31 EOC Security Orders
- E K 32 Information Systems (IS) security regulations

- E K 33 Procedures in event of bomb threat and/or sabotage
- E K 34 Correspondence handling and control procedures