



TOITŪ TE WAIORA
Community, Health, Education
and Social Services
Workforce Development Council

CDEM Training and Development Needs Insights

A big thank you to those of you who completed our Civil Defence and Emergency Management (CDEM) Training and Development Needs Survey.

This was the first phase of our review and an opportunity for the sector and providers to register their interest and tell us what they think about the current training and development needs across the CDEM sector. We received a total of 44 responses, with 25 people completing the survey, 11 people requested a one-to-one kōrero, and 33 people registered interested in being part of consultation groups.

What you told us

Here is a snapshot of what you told us:

- Training across the civil defence and emergency management sector lacks national consistency and robustness.
- There is a call for national, standardised training pathways aligned with specific CDEM roles.
- Within the sector, there are varying levels of engagement with iwi/mana whenua during an emergency response highlighting a potential training gap.
- There is a need for flexible standards and qualifications that work for the sector's volunteer workforce and regional differences.
- The current availability, quality and funding of training is insufficient.
- Some aspects of current training are working well and provide examples of good practice.



Training across the civil defence and emergency management sector lacks national consistency and robustness

- Regional CDEM group training is varied across New Zealand.
- There is variation in the types of training and the length of training available for both council staff and volunteer staff across New Zealand.
- Current training includes CDEM, Coordinated Incident Management System (CIMS), controller and specialist response.
- Recent emergency responses have resulted in movement across the country and highlighted the disparate training.
- Recent emergency responses demonstrated a lack of operational knowledge and experience including a lack of understanding of CIMS at the co-ordination of function level and of the relationships between functions.
- It is reported that Function Managers and Controllers don't always understand broad operations or how to work with Liaison Officers (partner agencies) and vice versa.

There is a call for national, standardised training pathways aligned with specific CDEM roles

- Creation of formal, standardised training pathways for various roles including volunteers and CDEM professionals such as Emergency Managers and Liaison Officers will provide clear pathways into the workforce and clear career progression.
- Nationally consistent training in common operating practices and procedures will support interoperability between agencies across the sector.
- Agreement on the key skills, knowledge and capabilities for specific roles is required. Minimum training requirements (e.g. standards, micro-credentials or qualifications) for different roles would support achieving national consistency.
- Placing training on the New Zealand Qualifications and Credentials Framework (NZQCF) will provide quality assurance.
- On-going "refresher" training is required as the majority of the CDEM response workforce do not work in CDEM as a day job. Further the skills required are 'active' skills that need to be used and refreshed.

Across the sector there are varying levels of engagement with iwi/mana whenua during a response highlighting a potential training gap

- Iwi/mana whenua are skilled in emergency management and many local marae are well resourced to respond, naturally providing manaaki for the community.
- Across the sector, there are varying levels of understanding of how iwi/mana whenua operate and how to partner with iwi/mana whenua within an Emergency Operations Centre (EOC). Cultural capability training for EOC and CDEM kaimahi would support building these relationships.
- Iwi/mana whenua knowledge of whenua (local knowledge) has been ignored in previous weather events and this is acknowledged consistently in CDEM reports.
- Iwi/mana whenua expect to be included at the decision-making level of the EOC.
- Current legislation leaves out Iwi/mana whenua.

- Ngai Tahu have created Mana Whenua Emergency Facilitator roles that provide Iwi representation within CDEM groups in the South Island. The Mana Whenua Emergency Facilitator model could be adopted in other regions.

There is a need for flexible standards and qualifications that work for the sector's volunteer workforce and regional differences.

- Flexible training that works for volunteers to train part-time such as accumulative credits to work towards higher level or short courses that build into a certificate is needed.
- The different levels of a response - local, regional and national CDEM need to be acknowledged in a national approach.
- The flexibility to add on local requirements is needed.
- Standards need to work for assessment in simulated contexts.
- Training needs to work for support agencies or other groups not just CDEMs.

The current availability, quality and funding of training is insufficient.

- Availability of training courses is reported as an issue.
- Models of delivery need to focus on authentic learning experiences as opposed to compliance.
- Existing unit standards are not fit for purpose and are long overdue to be reviewed. Standards that are not currently used may still be needed.
- Training should allow for skills to be validated during exercises, practical (on the job) experience and potentially actual responses.
- A combination of online and in-person training is needed.
- Issues were reported with the national Integrated Training Framework (ITF) Takatū including navigation, engagement with practical learning and assessment of learning.
- 'Train the trainer' courses are needed for CDEM staff expected to deliver the training.
- National TEC funding for volunteers that goes to NEMA (distributed to 16 CDEM groups) is now insufficient due to high demand after recent weather events.
- Funding is a barrier to training in many regions. Regional (ratepayer) funding for training has resulted in inequities across postcodes and regions.

Some aspects of current training are working well and provide examples of good practice

- Canterbury Regional Council has its own PTE, Emergency Management Training Centre (EMTC), with good uptake and feedback.
- NZRT have a national accreditation system with some groups reporting a good range of training options.
- Training for professionals-by-professionals with real life experience is working for LandSAR and EMTC.
- Northland are undertaking multi-agency training which supports networking and collaboration.
- Some councils have developed their own processes and training and are reporting consistency across their region.



What's Next

The feedback we received is helping us to identify training gaps in the workforce and priorities for the sector.

We will develop personas (roles) for the sector and identify the skills, knowledge and capabilities required for each. This information will be used by Toitū te Waiora to build skill standards and the potential for developing micro-credentials or qualifications.

By August this year consultation groups from across the sector will be formed to help us develop skill standards and possible new qualifications. The consultation groups will likely be formed based on specialist areas.

We will send an update and invitations for expressions of interest when the groupings and timings are finalised.