

1XXXXX**Demonstrate operational leadership in emergency response**

Kaupae Level	5
Whiwhinga Credit	10
Whāinga Purpose	<p>This skill standard is for people leading or aspiring to lead field teams or coordination centre teams during emergency response.</p> <p>People credited with this skill standard will be able to: determine the command and control structure in emergency management, create a task plan, and manage operations during response.</p> <p>This skill standard can be used for assessment within programmes across the Emergency Management sector.</p>

Hua o te ako me Paearu aromatawai | Learning outcomes and assessment criteria

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Determine the command and control structure in emergency response.	a. Outline legislation that enables controller powers and limits legal liability.
	b. Identify appropriate delegation of controller powers.
	c. Relate the powers of the controller to the powers of others.
	d. Describe implications on command and control structure in a declared and non-declared emergency
2. Create a task plan to deliver an objective.	a. Identify required operational objectives leading to the intended outcome.
	b. Demonstrate the use of options analysis in decision making.
	c. Plan key activities and timeframes to meet operational objectives.
	d. Identify and allocate resources to meet operational objectives.
3. Manage operations during response.	a. Prepare for and conduct an operational briefing.
	b. Issue operational orders.

	c. Monitor and adjust operational activities to respond to changing circumstances.
	d. Communicate with relevant teams, agencies or coordination centres to maintain information flow.
	e. Report on progress and issues.
	f. Plan and conduct debriefing.
	g. Report debriefing findings.

Pārongo aromatawai me te taumata paearu | Assessment information and grade criteria

Assessment specifications:

- Learners are recommended to complete Unit 29554, Apply operational knowledge of New Zealand's Coordinated Incident Management System, before assessment of this standard.
- Assessment of this standard must comply with the Civil Defence Emergency Management Act 2002, and Health and Safety at Work Act 2015.
- Assessment of this standard must comply with organisation's Standard operating Procedures (SOPs).
- This standard may be assessed in simulated conditions.
- A critical part of leading response in Aotearoa New Zealand is knowledge of and commitment to working with iwi Māori. Assessment of this skill standard must be underpinned by leadership principles and practices reflective of Te Tiriti o Waitangi, to ensure that the indigenous status of Tangata Whenua and the role of Tangata Tiriti are understood.
- Assessment criteria 1a - controller's powers accord with Civil Defence Emergency Management Act 2002 - sections 85-94 and limits to the legal liability of the controller's powers accord with section 110.

Definition:

- *Response environment* refers to the dynamic, high-pressure conditions in which emergency teams operate during an incident, characterised by urgency, uncertainty, potential risk, and the need for rapid decision-making and coordination to protect lives, property, and the environment.

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Command and control structure

- Description of controller's powers: Civil Defence Emergency Management Act 2002 - sections 85-94.
- Limits of controller's powers: Civil Defence Emergency Management Act 2002 - section 110.
- Controller delegation of powers: relevant scenarios.

- Resource Management Act 1991 - section 330: Emergency works and power to take preventive or remedial action.
- Powers of others: Emergency services, territorial/local authority and support agencies.
- Role overlap and interagency collaboration.

Task planning

- SMART objectives, alignment to strategic and tactical levels, priority setting and risk-based planning.
- Decision making models, evaluating multiple courses of action, risk assessment and consequences analysis.
- Activity sequencing, time management under pressure, contingency planning and buffers, and coordination with task plans.
- Resource allocation, constraints, and tracking.

Managing operations

- Operational orders and briefings: procedures, roles and responsibilities of team leader, team members and support services.
- GSMEAC briefing format.
- Strategic communication principles and communicating objectives.
- Communication tools and technology.
- Observation, feedback and performance metrics, flexibility in task adaption, and recognising when and how to escalate or de-escalate operations.
- Maintaining situational awareness, communication protocols, and information sharing.
- Situational reporting, escalation of critical issues, and documenting decisions.
- Performance assessment: evaluating effectiveness, capturing lessons learned and insights.
- Written and verbal debrief reports: positive outcomes add corrective actions.

Rauemi | Resources

Where the resources have been updated, please refer to the latest version.

- Civil Defence Emergency Management Act 2002.
<https://www.legislation.govt.nz/act/public/2002/0033/51.0/DLM149789.html>
- Health and Safety at Work Act 2015.
<https://www.legislation.govt.nz/act/public/2015/0070/latest/DLM5976660.html>
- Resource Management Act 1991.
<https://legislation.govt.nz/act/public/1991/0069/latest/DLM230265.html>
- NEMA. *Coordinated Incident Management System (CIMS) (3rd ed.)*.
<https://www.civildefence.govt.nz/resources/coordinated-incident-management-system-cims-third-edition>
- NEMA. *National Civil Defence Emergency Management Plan 2015 and Guide to the Plan*.
<https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-civil-defence-emergency-management-plan-and-guide>
- Quality Planning. (n.d.). Emergency powers.
<https://www.qualityplanning.org.nz/index.php/node/1068>.
- Quality Planning. (n.d.). Case law: Emergency powers.
<https://www.qualityplanning.org.nz/index.php/node/1132>.
- Resource Management Act 1991.
<https://www.legislation.govt.nz/act/public/1991/0069/latest/DLM230265.html>

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Toitū te Waiora Community, Health, Education, and Social Services Workforce Development Council
Whakaritenga Rārangi Paetae Aromatawai DASS classification	Community and Social Services > Civil Defence Emergency Management > Civil Defence Emergency Management Response
Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga CMR	0223

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	31 December 2029	N/A
Kōrero whakakapinga Replacement information	<type here>		
Rā arotake Planned review date	31 December 2029		

Please contact Toitū te Waiora Community, Health, Education, and Social Services Workforce Development Council at qualifications@toitutewaiora.nz to suggest changes to the content of this skill standard.