Professional development enables people involved in the application of CDEM to perform their roles across the wide range of activities that make up civil defence emergency management. It is dependent on and supported by the organisation’s vision, objectives, operational systems, and processes.

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16.1 Professional development

57 Professional development

(1) The capability and capacity of the civil defence emergency management sector to perform appropriately in a civil defence emergency relies on an integrated, broad network of understandings, skills, and relationships. In the civil defence emergency management context, professional development is the process of developing people to perform appropriately together under potentially high levels of stress. It encompasses recruitment, selection, learning, support, and performance review functions appropriate for the civil defence emergency management setting.

(2) Co-ordinated civil defence emergency management professional development opportunities should be an integral part of key civil defence emergency management roles, including (but not limited to)—

(a) controllers (national, group, and local); and
(b) recovery co-ordinators, recovery facilitators, and recovery managers; and
(c) CIMS response co-ordinators and incident controllers; and
(d) emergency management staff within councils; and
(e) EOC and NCMC co-ordination, operations, intelligence, planning, logistics, welfare, and liaison staff; and
(f) governance, executive, and senior management staff of local authorities; and
(g) other staff or contractors associated with local authorities who fulfil roles required in civil defence emergencies; and
(h) regional office staff of central government agencies, as part of their civil defence emergency management responsibilities; and
(i) management, staff, and volunteers from emergency services; and
(j) management, staff, and volunteers from community service and welfare agencies who have a role to play in civil defence emergencies.

16.2 Key concepts

Professional development aims to support the performance of all agencies in the CDEM sector with emergency management roles, especially those specified in the CDEM Act. Appropriate performance during emergencies is determined by relationships established and exercised prior to emergencies, and based on collaboration across and within organisations that have roles in risk reduction, readiness, response and recovery.

Professional development activity is strengthened, and results are more focused, when it is matched to identified needs. Assessment of staff, systems, processes, and support used within and between organisations, can identify and address needs related to projected performance in an actual emergency. Multi-agency collaboration on these elements offers opportunities to build stronger performance across the CDEM sector.

The CDEM sector has a responsibility to arrange the provision of suitably trained and competent personnel. Mechanisms for achieving or contributing to this include:

- alignment of training and education activities with nationally agreed evidence-based CDEM competencies to achieve national consistency;
- CDEM-focused or related courses delivered by CDEM Groups, local authorities, and providers, such as polytechnics, universities, or private training establishments;
• multi-agency collaboration, such as joint planning for readiness, response or recovery capability, cluster meetings, and national, regional or locally-based projects;
• opportunities that support CDEM knowledge and performance, such as standards-based delivery, planning sessions, internal communications, organisational training, exercises and staff development programmes;
• CDEM theme-based exchanges, such as workshops, seminars, or conferences;
• learning and assessment on-the-job, such as supervision, mentoring, and employer-sponsored visits or study;
• performance evaluations focused on assessing and improving development programmes, such as de-briefings, reviews, assessments, internal or external audits, monitoring and evaluation; and
• remote delivery and assessment through distance learning.

16.3 MCDEM support arrangements

The Ministry of Civil Defence & Emergency Management (MCDEM) is responsible for:
• co-ordinating a strategic approach to professional development for New Zealand’s CDEM sector based on identified need;
• supporting the CDEM sector to integrate its CDEM professional development activity into other agency processes and multi-agency collaboration;
• maintaining the CDEM Competency Framework; and
• working in partnership with education providers to ensure professional development opportunities are aligned with the CDEM Competency Framework.

16.4 References and links

| Other sections of the Guide | • Section 1, Introduction  
|                           | • Section 25, Recovery  
| Other documents           | • CDEM Competency Framework (www.civildefence.govt.nz) |