20. Capability development

Summary

Capability development in the CDEM sector involves a comprehensive approach to growing and developing people to ensure they are effective in their roles. It is underpinned by evidence-based research and knowledge and a broad network of relationships, and is driven by the sector’s vision, objectives, operational systems, and processes.

Contents

The section contents are:

20.1 Introduction ....................................................................................................................................... 2
20.2 CDEM capability development strategy ............................................................................................ 2
20.3 CDEM competency framework ......................................................................................................... 2
20.4 Capability development activities ...................................................................................................... 3
20.5 MCDEM support arrangements ........................................................................................................ 4
20.6 References and links ........................................................................................................................ 4
20.1 Introduction

The capability and capacity of agencies and CDEM Groups to perform optimally in emergency management roles rely on an integrated, broad network of understandings, skills, and relationships.

In the CDEM context, capability development includes the process of developing people to perform confidently and competently under potentially high levels of stress.

Capability development encompasses recruitment, selection, teaching, support, and performance management (those functions are supported by a common framework for competencies and a national, multi-agency capability development strategy).

20.2 CDEM capability development strategy

The CDEM capability development strategy provides for a co-ordinated and collaborative approach to the development and delivery of training and education to CDEM personnel.

The key results of the CDEM capability development strategy are—

(a) emergency management is recognised as a profession in New Zealand with clear professional development pathways for key roles and functions; and

(b) emergency management leaders are knowledgeable, competent, and well supported; and

(c) CDEM volunteers are recruited and trained for activities that both fit with their motivations and meet community needs; and

(d) the sustainability of the strategy is ensured through mandated multi-agency collaboration and ongoing commitment; and

(e) CDEM Groups and agencies have—

(i) a culture of evidence-based practice; and

(ii) systems in place to support the sharing of research and sound emergency management practice.

Note – Plan clause 100(2)(d)

In this context, ‘mandated multi-agency collaboration’ means ‘agreed multi-agency collaboration’.

20.3 CDEM competency framework

Effective delivery of CDEM across all agencies depends on building and maintaining effective human resource capabilities.

The CDEM competency framework provides a foundation for recruitment, selection, performance management, and needs-based capability development for roles in CDEM.

The CDEM competency framework also provides a foundation for the provision of international professional accreditation.

Note – Plan clause 101(1)

The CDEM competency framework provides a platform for a consistent approach to building and maintaining effective CDEM human resource capabilities.
Roles in CDEM

The CDEM Competency Framework covers the following roles and capabilities in CDEM:

- Controllers, Public Information Managers, Recovery Managers, and Welfare Managers
- local government elected representatives and senior executive staff of councils
- staff employed in emergency management roles
- coordination centre (Emergency Operations Centre (EOC) and Emergency Coordination Centre (ECC)) staff
- local and regional staff of central government agencies (as part of their CDEM responsibilities)
- management, staff, and volunteers from emergency services
- management, staff, and volunteers from community service and welfare agencies who have a role to play during emergencies
- managers and members of CDEM response teams (including registered and unregistered teams)
- hazard analysts and planners, and
- Lifeline Utility Coordinators.

20.4 Capability development activities

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<tr>
<th>102</th>
<th>Capability development activities</th>
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<tbody>
<tr>
<td>(1)</td>
<td>Agencies and CDEM Groups should determine their capability development activities through a development needs analysis process that is aligned with the CDEM competency framework.</td>
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<td>(2)</td>
<td>Mechanisms for the provision of capability development to persons in CDEM roles include—</td>
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<td>(a) CDEM-focused or CDEM-related training and courses delivered by the MCDEM, CDEM Groups, local authorities, and education providers (for example, polytechnics, universities, or private training establishments); and</td>
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<td>(b) on-the-job learning and assessment (for example, supervision, mentoring, and employer-sponsored visits or study nationally and internationally); and</td>
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<td></td>
<td>(c) opportunities that support CDEM knowledge and performance (for example, standards-based delivery, planning sessions, internal communications, organisational training, exercises, and staff development programmes); and</td>
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<td>(d) CDEM theme-based exchanges (for example, workshops, seminars, and conferences); and</td>
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<td></td>
<td>(e) performance evaluations that are focused on assessing and improving development programmes (for example, debriefings, reviews, assessments, internal or external audits, and monitoring); and</td>
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<td>(f) remote delivery and assessment through distance learning; and</td>
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<td></td>
<td>(g) multi-agency collaboration (for example, joint planning for readiness, response, or recovery capability, cluster meetings, and national, CDEM Group, or local projects).</td>
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Note – Plan clause 102(2)(g)’

‘Cluster meetings’ in this context means multi-agency working groups.
20.5 MCDEM support arrangements

The CDEM Act 2002 directs CDEM organisations to take steps to develop and maintain an effective level of capability across the 4Rs. MCDEM is responsible for:

- coordinating a strategic approach to capability development for New Zealand’s CDEM sector
- supporting the CDEM sector to integrate its CDEM capability development activity into other agency processes and multi-agency collaboration
- maintaining the CDEM Competency Framework
- working in partnership with education and training providers to ensure capability development offerings are appropriate, and aligned with the CDEM Competency Framework, and
- leading the CDEM Capability Development Strategy partnership group.

20.6 References and links

Other sections of the Guide

- Section 4, General roles and responsibilities
- Section 5, Ministry of Civil Defence & Emergency Management (MCDEM)
- Section 6, Civil Defence Emergency Management Groups (CDEM Groups)
- Section 18, Readiness
- Section 21, Exercising and testing
- Section 22, Monitoring and evaluation
- Section 23, Public education and community engagement
- Section 24, Response

Other documents