

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.

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20.1 Introduction

Part 7
Readiness
Capability development

99 Introduction

- (1) *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.*
- (2) *In the CDEM context, capability development includes the process of developing people to perform confidently and competently under potentially high levels of stress.*
- (3) *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

100 CDEM capability development strategy

- (1) *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.*
- (2) *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

101 CDEM competency framework

- (1) *Effective delivery of CDEM across all agencies depends on building and maintaining effective human resource capabilities.*
- (2) *The CDEM competency framework provides a foundation for recruitment, selection, performance management, and needs-based capability development for roles in CDEM.*
- (3) *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

102 Capability development activities

- (1) *Agencies and CDEM Groups should determine their capability development activities through a development needs analysis process that is aligned with the CDEM competency framework.*
- (2) *Mechanisms for the provision of capability development to persons in CDEM roles include—*
 - (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*
 - (b) *on-the-job learning and assessment (for example, supervision, mentoring, and employer-sponsored visits or study nationally and internationally); and*
 - (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*
 - (d) *CDEM theme-based exchanges (for example, workshops, seminars, and conferences); and*
 - (e) *performance evaluations that are focused on assessing and improving development programmes (for example, debriefings, reviews, assessments, internal or external audits, and monitoring); and*
 - (f) *remote delivery and assessment through distance learning; and*
 - (g) *multi-agency collaboration (for example, joint planning for readiness, response, or recovery capability, cluster meetings, and national, CDEM Group, or local projects).*

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

- ♦ Ministry of Civil Defence & Emergency Management (2009) *Civil Defence Emergency Management Competency Framework [TS 02/09]*; ISBN 978-0-478-25487-7 (www.civildefence.govt.nz – search for 'competency framework')
- ♦ Ministry of Civil Defence & Emergency Management (2013) *CDEM Capability Development Strategy* (www.civildefence.govt.nz – search for 'capability development')