



Emergency  
Management Otago  
Te Rākau Whakamarumarū Ōtākou

# TRAINING & CAPABILITY DEVELOPMENT STRATEGY

2023-2026



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## Introduction

### Purpose

The purpose of the training and capability strategy is to enhance the skills, knowledge, and abilities of people engaged in the Emergency Management sector to improve their performance and overall effectiveness. This strategy aims to identify and address any gaps in the current capabilities of the workforce, and to provide targeted training that aligns with the sector's goals and objectives as defined in the National Disaster Resilience Strategy (NDRS). The purpose of this document is to detail how Emergency Management Otago (EMO) training and exercise opportunities will be offered and delivered across the Otago Region during the life of the strategy, which will be reviewed on a 3-year cycle in conjunction with the EMO Community Resilience Strategy and the Otago Group Plan 2018-28.

### Legislative Requirements

The **CDEM Act 2002**, section 17(1-b), requires EMO Groups to have adequately trained and competent personnel, including volunteers. This requires individuals and organisations at the local, regional, and national level to exercise proactive relationship management and leadership. Individuals and organisations need to take responsibility for building on existing capability by participating in needs analyses and undertaking development activities.

Local Authorities have an important part to play and are bound by section 64(1) of the CDEM Act 2002, where they must plan and provide for Civil Defence Emergency Management within their districts. This strategy is in alignment with Objective 11 of the National Disaster Resilience Strategy, "Build the capability and capacity of the emergency management workforce for response and recovery".

### Objectives

Emergency Management Otago will lead and coordinate the delivery of training to maintain agreed response capacity and capability to:

- **Develop and deliver professional development opportunities for the region's emergency management workforce.**
- **Administer the EMO Tertiary Education Commission (TEC) training budget.**
- **Coordinate the Otago region's response capability of EMO staff, territorial local authority staff and Community Response Groups by providing consistent training, deployment processes, and legislative compliance.**
- **Manage the Group's Learning Management Systems (Takatū and D4H) and incorporate national-level enhancements to the system as required.**
- **Support national level capability.**
- **Engage with the region's communities to develop and train Community Response Groups.**

### CIMS (Coordinated Incident Management System)

In New Zealand, emergency management is underpinned by the Coordinated Incident Management System (CIMS). The purpose of the CIMS is to enable personnel to respond effectively to incidents through appropriate coordination across functions and organisations, both vertically and horizontally, by:

- **Establishing common structures, functions and terminology in a framework that is flexible, modular, and scalable so that the framework can be tailored to specific circumstances; and,**
- **Providing organisations with a framework that they can use to develop their own CIMS-aligned processes and procedures that support both own-organisation responses and multi-organisation interoperability, giving due consideration to each organisation's unique responsibilities, resources, and legislative authority.**

## Deliverables and Key Performance Indicators

Through governance, coordination, and resource provision, Emergency Management Otago will provide for adequate capability and capacity as set out in the 'Otago Civil Defence and Emergency Management Group Plan 2018-2028.'

There are several 'Key Performance Indicators' set to reflect the objectives and stated deliverables, as set out in the [Otago Civil Defence & Emergency Management Group Plan 2018-2028](#).

- Number of local authority staff who express confidence in their EMO training and are involved as response team members. (KPI #5)
- EOCs and GECC are sufficiently staffed to become functionally operational within one hour of local or Group controller's decision to activate. (KPI# 11)
- Percentage of staff trained to carry out functional roles in the EOC/GECC. (KPI# 12)
- EMO Group participates in or leads at least one multi agency exercise per year. (KPI# 14)

## Outcomes

Delivery on meeting the objectives and Key Performance Indicators will be achieved by:

- Developing and delivering training and exercise opportunities for each community across the five territorial local authority districts of the EMO Group.
- Ensuring training and exercising opportunities are tailored to each district, enabling people to undertake a range of training that is suited to their individual or collective levels of emergency management skill, knowledge, and experience (where possible).
- Ensuring training and exercising opportunities are well planned, prepared, delivered, and evaluated in a professional manner following sector best practice.
- Making the best use of the available time of participants.

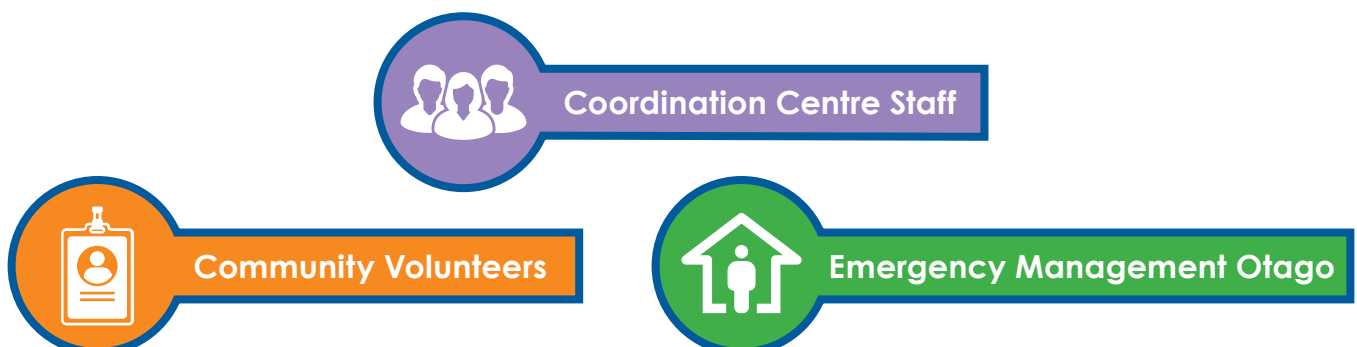
## Training & Exercises

### Overview

Training is the process of learning the skills that are needed for particular tasks or activities. Effective training should work towards getting personnel to an agreed standard of proficiency by instruction and practice.

Exercises provide a platform to collectively practice, test and evaluate the application of the skills developed during training.

Coordinating EMO provision of consistent training, deployment processes and legislative compliance across the region, through its Capability Development Strategy, involves the provision of training structures across three recognised strands:



# Capability Development Strategy

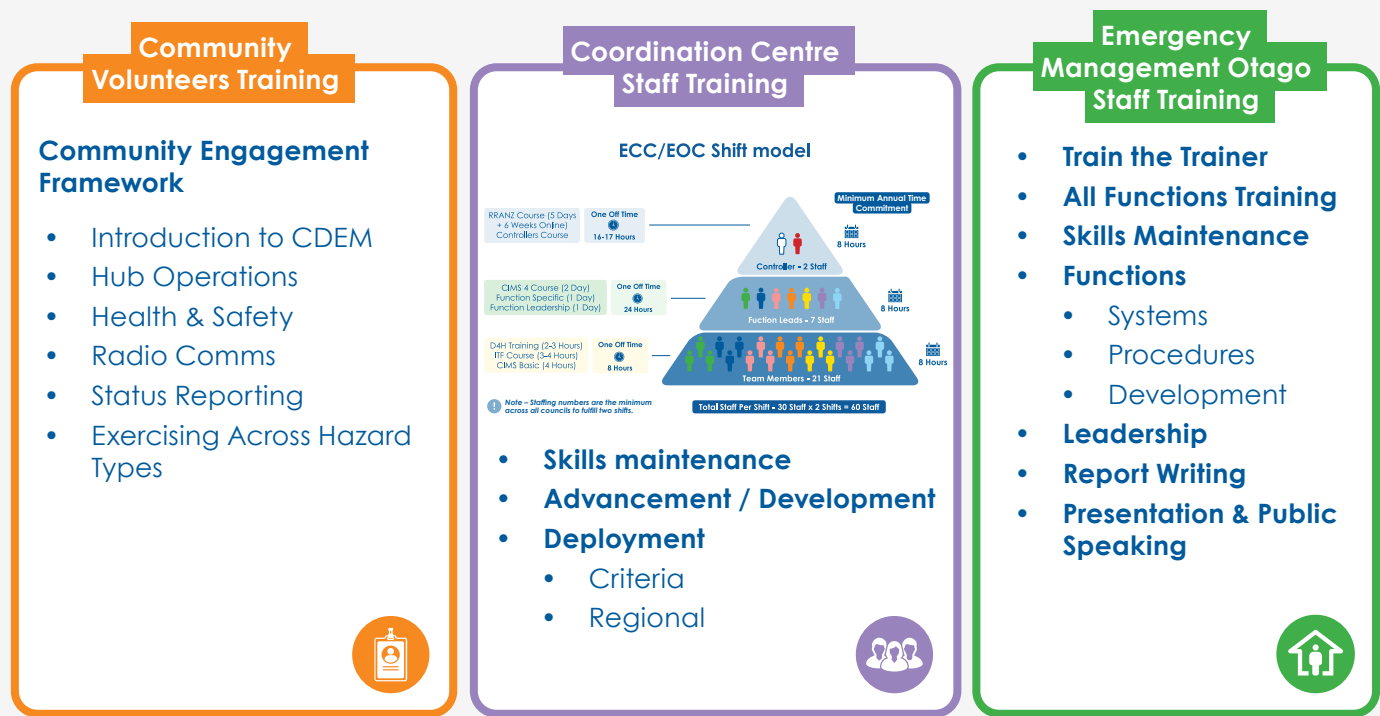


Figure: 1. - Capability Development Strategy

## Community Volunteer Training

Emergency Management Otago considers its engagement with the communities in the region as a cornerstone of its Community Resilience Strategy.

Training provides emergency management knowledge and skills to a wide range of individuals and organisations across communities of place and interest. This builds stronger relationships with community leaders and organisations. During an emergency, volunteers that have been trained provide valuable community support to maintain good connections with local Emergency Operation Centres, which will provide the official response.

The creation and promotion of Community Response Groups (CRGs) encourages community capability to help meet community needs during emergencies. To ensure that Community Response Groups have the capability to activate, training can be provided by Emergency Management Advisors to cover:

- |  |  |
|--|--|
| • <b>An introduction to EMO.</b>           | • <b>Radio communications.</b>           |
| • <b>Community Hub operations.</b>         | • <b>Status reporting.</b>               |
| • <b>Health &amp; Safety requirements.</b> | • <b>Exercising across hazard types.</b> |

MODULE	LEARNING OBJECTIVES
<b>Introduction to EMO</b>	<ul style="list-style-type: none"> <li>• Introduction to who EMO is.</li> <li>• Understand the role EMO plays in Emergency Management in NZ.</li> <li>• Basic understanding of CIMS model.</li> <li>• Understand the EMO structure in their own community.</li> <li>• Develop a working relationship with their local EMO staff.</li> </ul>
<b>Hub Operations</b>	<ul style="list-style-type: none"> <li>• Understand activation thresholds.</li> <li>• Understand site assessment needs.</li> <li>• Understand the roles and responsibilities of Hub operations.</li> <li>• Exercise setting up the Hub.</li> <li>• Identify possible issues arising in an event and possible solutions.</li> <li>• Exercise standing down the Hub.</li> </ul>
<b>Health and Safety Requirements</b>	<ul style="list-style-type: none"> <li>• Identify and describe legislative rights and responsibilities for workplace health and safety.</li> <li>• Describe the system's approach to workplace health and safety.</li> <li>• Explain how risks and hazards are defined in the HSWA.</li> </ul>
<b>Radio Communications</b>	<ul style="list-style-type: none"> <li>• Understand the radio equipment parts and controls.</li> <li>• Demonstrate basic fault finding.</li> <li>• Understand rules for possession and use of radios.</li> <li>• Understand good communication protocols and rules of use.</li> <li>• Understand basic radio theory.</li> <li>• Demonstrate correct radio operation.</li> </ul>
<b>Status Reporting</b>	<ul style="list-style-type: none"> <li>• Understand the purpose and information needs in a Status Report.</li> <li>• Understand expectations of any outcomes from the status report (big picture).</li> <li>• Understanding the options for, and limitations of, various communication mediums.</li> <li>• Demonstrate preparing and communicating a Status Report via cellphone, email, and radio.</li> </ul>
<b>Exercising Across Hazard Types</b>	<ul style="list-style-type: none"> <li>• Identify what the most significant local hazards are.</li> <li>• Understand the impacts of the local hazards across the community.</li> <li>• Develop appropriate community response plans for identified local hazards.</li> <li>• Understand procedures for gathering and disseminating relevant hazard information, i.e. to GECC/EOC.</li> <li>• Exercise the identified local hazards.</li> </ul>

## GECC/EOC Staff Training

Staffing of GECC and EOCs is predominantly by Territorial Local Authority staff, as well as EMO staff and supporting agencies. There are four key performance indicators (KPIs) (as defined on page 3), identified from the Group Plan that provide the training and expected performance outcomes of GECC/EOC staff in Otago.

The key aspects to achieving these outcomes will be to:

- Train GECC/EOC staff to increase their understanding of, and capability within the CIMS structure, to carry out their designated roles & functions by:

1. Facilitating the delivery of consistent training from approved providers to staff.

2. Having sufficiently trained staff for two shift rotations.

3. Providing regular and consistent training opportunities that have clear pathways for all staff.

- Have EMO lead at least one multi-agency exercise annually across all functions at each GECC/EOC, to increase staff understanding and effectiveness of their roles.
- Ensure there is regional familiarity with the group's information management systems by enabling GECC/EOC staff to develop and continue to improve their understanding of D4H and the role it plays in the CIMS structure, including partner agencies, as appropriate.
- Report to the CEG and Joint Committees quarterly:

1. On the capability of each GECC/EOC.

2. On the state of training and ability to be able to staff and maintain an effective response for GECC/EOCs to better enable accurate funding for the continued training of Centre staff.

### EMERGENCY MANAGEMENT OTAGO - ECC/EOC MODEL

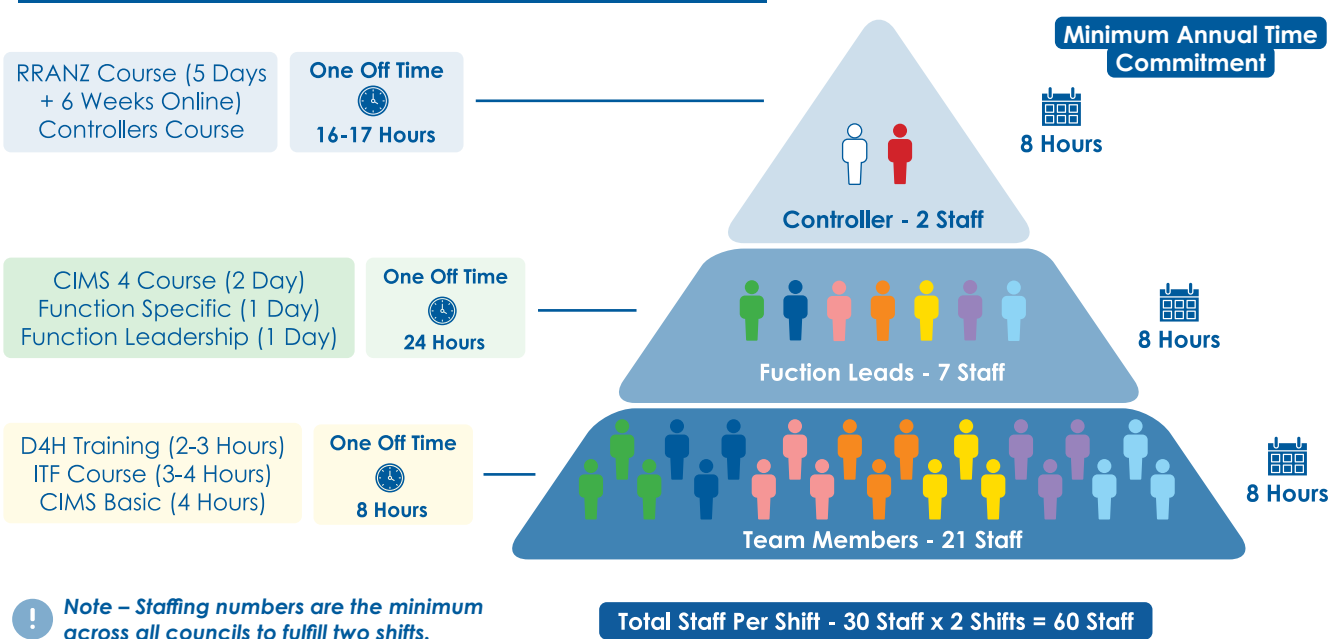


Figure: 2 - Emergency Management Otago - ECC/EOC Model

**Exercises/Activations**

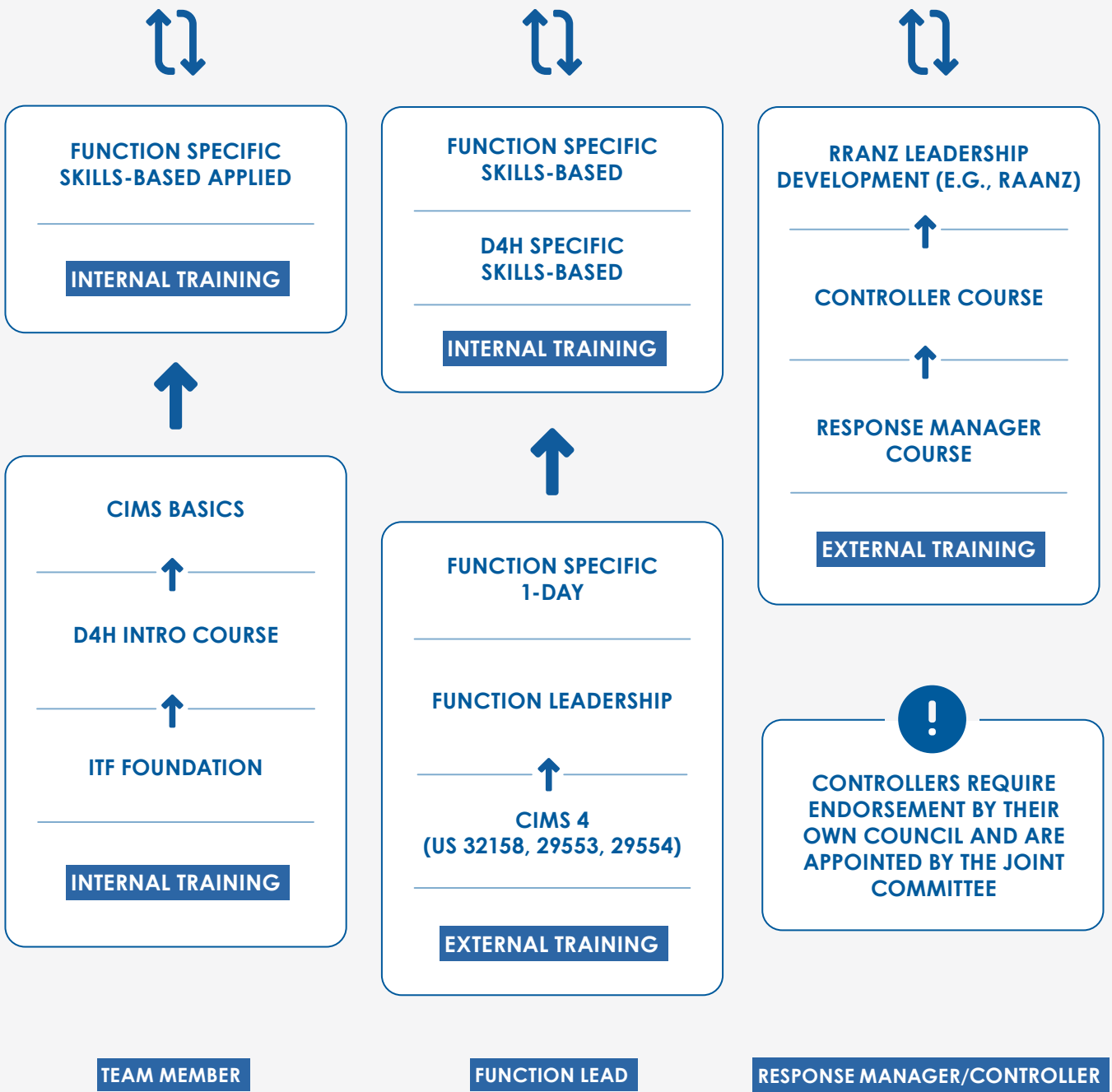


Figure 3. - Emergency Management Otago GECC/EOC Training Pathway



## Training Pathway Summary

Training time commitments are scaled as shown in table 3 below:

GECC/EOC Staff Standards and Pathway	One Off Time (hrs)	Annual Time (hrs)
<b>Standard for an ECC/EOC Staff member at team member level</b> <ul style="list-style-type: none"> <li>Has a basic understanding of the CIMS and emergency management plans, processes, and procedures.</li> <li>Has a basic knowledge of D4H software.</li> <li>Can support a CIMS function and/or task.</li> </ul>	8	<ul style="list-style-type: none"> <li>1x hr/quarter</li> <li>1x 4hr exercise/year</li> <li>(total = 8hrs)</li> </ul>
<b>Standard for an ECC/EOC Function Manager</b> <ul style="list-style-type: none"> <li>Has an understanding of the CIMS and emergency management plans, processes, procedures, D4H, and partnerships.</li> <li>Can lead a CIMS function in response.</li> </ul>	4	<ul style="list-style-type: none"> <li>1x hr/quarter</li> <li>1x 4hr exercise/year</li> <li>(total = 8hrs)</li> </ul>
<b>Standard for a EMO Controller</b> <ul style="list-style-type: none"> <li>Can perform the roles and responsibilities of an EMO Controller in an emergency setting and lead in a crisis.</li> </ul>	16-70	<ul style="list-style-type: none"> <li>1x hr/quarter</li> <li>1x 4hr exercise/year</li> <li>(total = 8hrs)</li> </ul>

Table 3. - Training Time Commitments

- The focus for 2023-26 is based on staff progressing through the EMO Group Professional Development Pathway. Progression is achieved by following individual learning pathways which include attending training in person and online, participating in collective exercises, and being involved in appropriate engagement activities on an annual basis.
- All staff should attend, if possible, the annual exercise in their GECC/EOC (approx. 4hrs).

## Emergency Management Otago Professional Development

The Emergency Management Otago Team (EMO), which consists of Group Office staff based in Dunedin and Emergency Management Advisors (EMAs) embedded within the TLAs around the Otago region, have an important role to play in the training and preparation of council staff who fulfill the functions within the GECC/EOC space during emergency events. They have an important role working with the communities within those council districts to help them develop resilience plans and prepare for emergency events.

The figure below shows the key functions around EMO training requirements. These are represented by:

- Professional development for EMO staff.
- Training requirements of Council GECC/EOC staff.
- Training for their Communities.

It is expected that EMO will complete their own training in the following courses as well as be competent & proficient in delivering the training required to:

- GECC/EOC Staff and,
- Community Response Groups.

Figure 4. – Professional Development for EMO

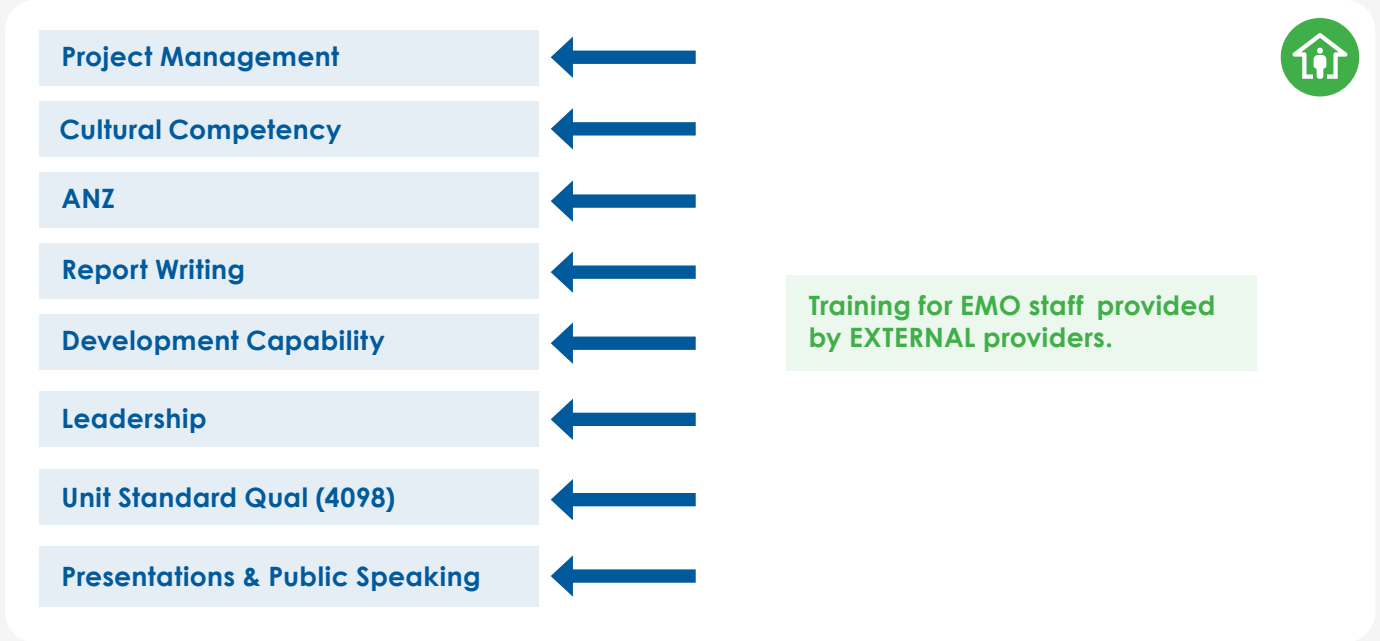
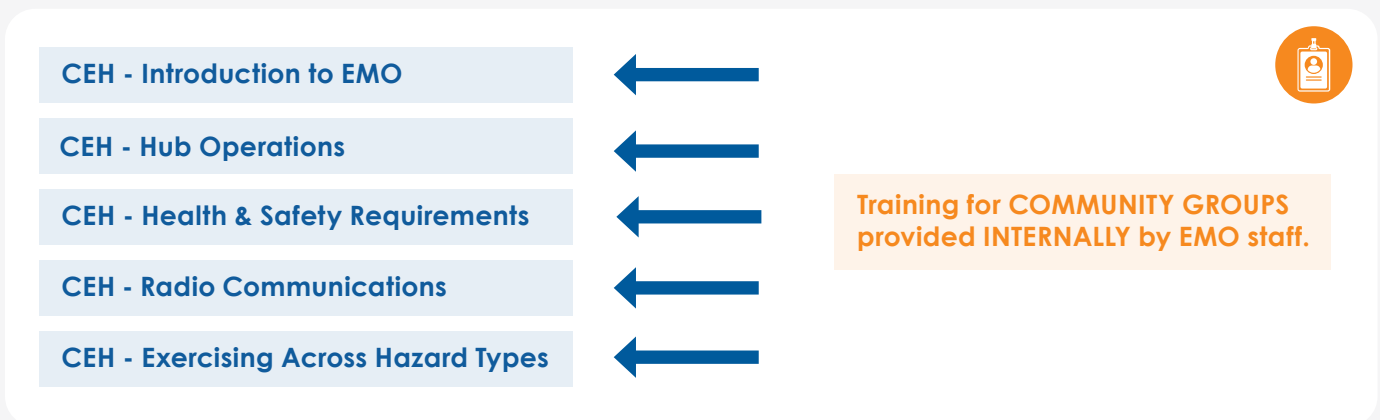


Figure 5. – GECC/EOC Staff Training



Figure 6. - Community Training



## Recognition of Prior Learning

In some cases, staff may bring prior experience or knowledge to their EMO roles within the EMO Group.

Where this is the case, recognition of prior learning may be given on a case-by-case basis. In some cases, it may be necessary to sight a Record of Learning or conduct an assessment without attendance on a course to ensure that their capability is recorded and validated.

## Delivery and Assessment

### Trainers

Training of the Foundation level courses, D4H courses, CIMS Basic, and Function-Specific courses will predominantly be delivered by locally or regionally focused EMO staff.

CIMS 4, Function-Specific courses for Function Leads, Response Managers, and Controllers courses may be delivered by outside training providers.

For the delivery of the Emergency Management Otago programme of courses, all trainers will be deemed competent to deliver the course. It would be beneficial if they have completed the "Train-the-Trainer" course prior to delivery of any course.

The EMO Readiness & Response Advisor will monitor and evaluate training delivery across the region to ensure that training delivery is consistent and to a high standard.

### Assessment

Ensuring the staff of the EMO Group meet the required standards will be demonstrated via a range of assessments. Assessments will be tailored against the relevant courses and learning objectives. Outcomes will be recorded and reported on.

## Administration

### Notification of training and exercising

Where possible, staff will be notified of upcoming courses and exercises a minimum of 6 weeks before their occurrence, although it is intended that the annual training programme will be set early in the training year. Notification of courses, exercises and invitations to attend will be sent by EMO staff.

### Venues and catering

For local level Foundation Courses, the intent is to offer local courses to councils where appropriate. Emergency Management Advisors will work with local councils to book appropriate venues for local level courses. Catering for courses may be arranged by the hosting council or self-catered. Exercises will typically be run at the relevant council EOC, with GECC input. Catering for exercises is at each council's discretion.

### Course Costs

Any costs for attendance at courses (i.e., transport, food, accommodation, etc.) will be the responsibility of the attendee's home agency, except where otherwise stated.

### Training Records

Training records will primarily be maintained using the regional EMO database. A Record of Learning will be kept for EMO staff.

## Responding to Real Events

If an emergency response event occurs during the year, any training affected by the response will be postponed and rescheduled for a later date, unless there is no direct effect on the response capability of the Group.

Responding to real events also provides valuable opportunities for staff to gain experience in a real-life situation that complements the training they may have already received.

The principles for EMO deployment within the Otago region are to give GECC/EOC staff the opportunity to deploy to other GECC/EOCs within the region if required.

For deployment outside our region, the principle is that EMO staff will be deployed initially. GECC/EOC staff may be considered for later deployment if required, this is entirely at the discretion of the employing organisation.

Following emergency events, staff may be debriefed and feedback sought on training and exercising, to improve our readiness for future events.

## Monitoring and Reporting

Monitoring and reporting on the Capability Development Strategy and associated training will be overseen by the Coordinating Executive Group (CEG) and reported via the EMO Group Manager.

Reporting will be done via EMO quarterly and annual reports, additional reporting is available upon request.

## Acknowledgement

*Emergency Management Otago acknowledges the assistance of the Wellington Regional Emergency Management Office (WREMO) and Emergency Management Canterbury through information sharing.*





# Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

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