

# Hawke's Bay Emergency Management Capability Development pathways



HAWKE'S BAY  
EMERGENCY MANAGEMENT  
GROUP

Welcome .....	2
Workforces .....	3
Coordination Centres .....	6
Coordination Centre Pathway .....	7
Emergency Management Essentials .....	8
Working in a Coordination Centre .....	9
Knowledge of CIMS Function .....	10
Perform CIMS Function .....	11
Function Management .....	12
Welfare .....	14
Civil Defence Centre pathway .....	15
Working in a Civil Defence Centre .....	16
Psychological First Aid.....	17
Supervising in a Civil Defence Centre .....	18
Needs assessment pathway.....	19
Assessing Welfare Needs in an Emergency .....	20
Psychological First Aid .....	21
Controllers development .....	23
Controllers development pathway .....	24
Emergency Management Essentials .....	25
Working in a Coordination Centre .....	26
Response and Recovery Leadership (T1) .....	27
Exercises and engagements .....	29
Recognition of current competency .....	30

# Welcome

This guide is for those undertaking Emergency Management training in Hawke's Bay.

The Training Development Programme offers a mix of face-to-face and online courses, exercises, and engagements crafted to instil confidence in individuals responding to emergencies.

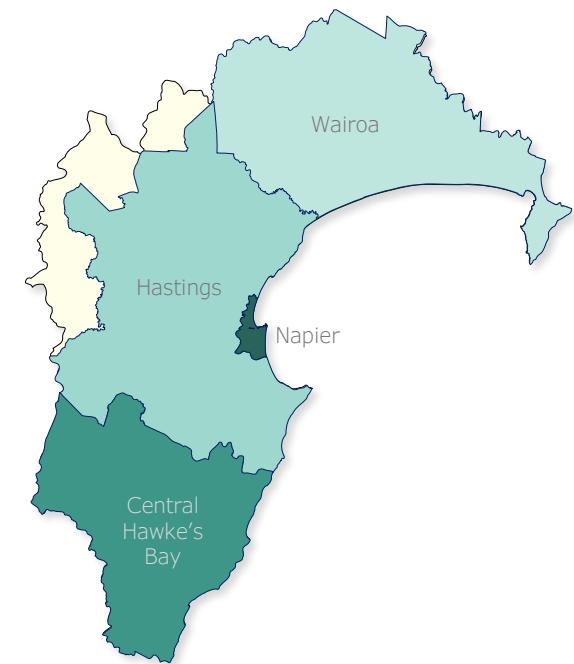
The pathways consist of core standalone activity-based training, emphasising local response arrangements while honing skills using regional and local operational platforms.

The pathways are:

- Coordination Centre
- Welfare
- Controller development

Upon completing core pathway courses, individuals are encouraged to partake in engagements and exercises to maintain ongoing competency.

Courses are conducted or facilitated by staff from the Hawke's Bay Emergency Management Group Office, with support from trained council staff or external subject matter experts.



# Workforces

## **Emergency Operation Centre (EOC) and Emergency Coordination Centre (ECC) staff**

These individuals have been identified to contribute in either an EOC or the ECC.

They are expected to contribute as part of a team and interacting with other teams, centres and organisations across the Hawke's Bay CDEM Group area. People will receive training for their respective coordination centre but may also work in other centers, including regionally, to provide support during emergency responses.

## **CDEM Controllers and Recovery Managers**

These individuals are appointed Local Controllers or Group Controllers, or Local Recovery Manager or Group Recovery Managers.

Their role involves leading and coordinating a response or recovery at the local or regional level within their respective jurisdictions. They are tasked with ensuring a unified approach to response and recovery and effectively coordinating emergencies across the Hawke's Bay CDEM Group area.

These individuals have specific capability development requirements beyond those of EOC and ECC Staff.

## **Partner agencies and stakeholders**

Individuals from partner agencies may be required to support and coordinate with Hawke's Bay Emergency Management before, during, and/or after an emergency. For instance, agencies may have a liaison in a coordination centre.

Additionally, coordination centre staff may provide support to another lead agency, such as MPI for a biosecurity event or Te Whatu Ora in a pandemic event. Success in each scenario relies on a fundamental understanding of respective roles, responsibilities, systems, processes, and procedures in a CDEM context.



Hawke's Bay Civil Defence Emergency Management

# Workforces

## Civil Defence Centre staff and needs assessors

Welfare staff play a crucial role in providing support to communities impacted by emergencies.

Local authority staff and volunteers conduct and coordinate Needs Assessment. Individuals well-suited for this role include council staff not designated to support core council services post-emergency or involved in the ECC or an EOC, as well as CDEM trained volunteers.

## CDEM trained volunteers

These individuals are part of a team trained and managed at the regional level, ready for deployment locally, regionally, or nationally.

These individuals are trained to a standardised level, are recognised, trusted and integrate seamlessly into the emergency management system.

With diverse backgrounds and skill sets, these volunteers contribute significantly to the overall effectiveness of response and recovery efforts.

## CDEM paid staff

These are full-time CDEM staff employed in Local Authorities and the Group office. They lead and coordinate activities across reduction, readiness, response and recovery. While locally based, they have the capability to contribute regionally and nationally, supporting the broader emergency management sector.



# Coordination Centre pathway



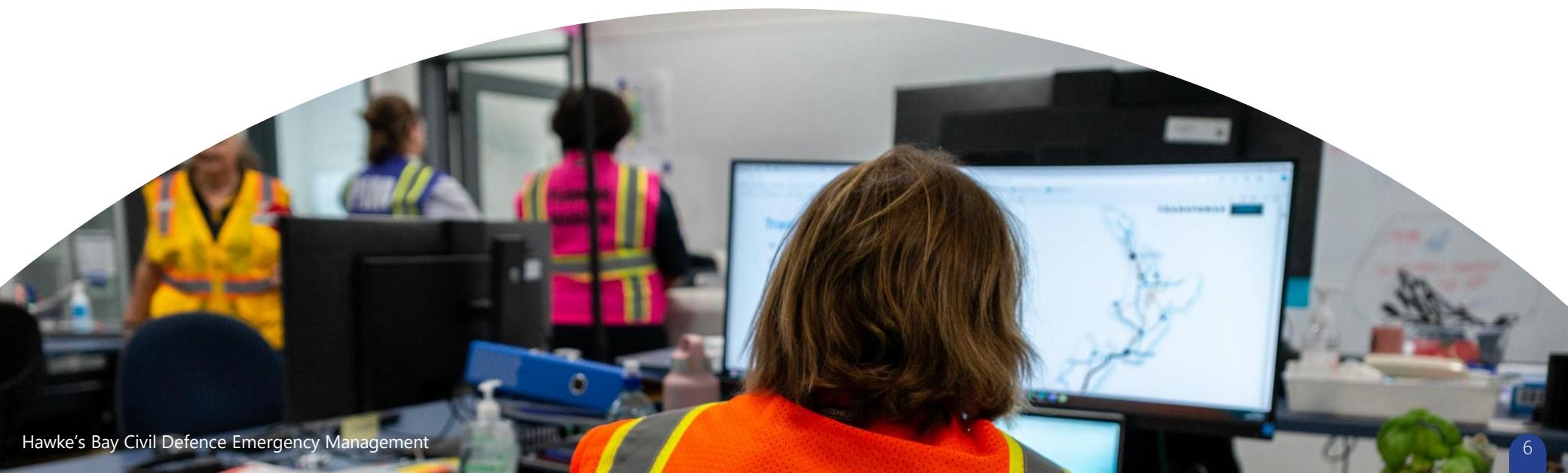
# Coordination Centres

In the event of a significant emergency affecting the Hawke's Bay region, we may need up to four local Emergency Operations Centres (EOCs) and a regional Emergency Coordination Centre (ECC) to coordinate and manage the emergency response.

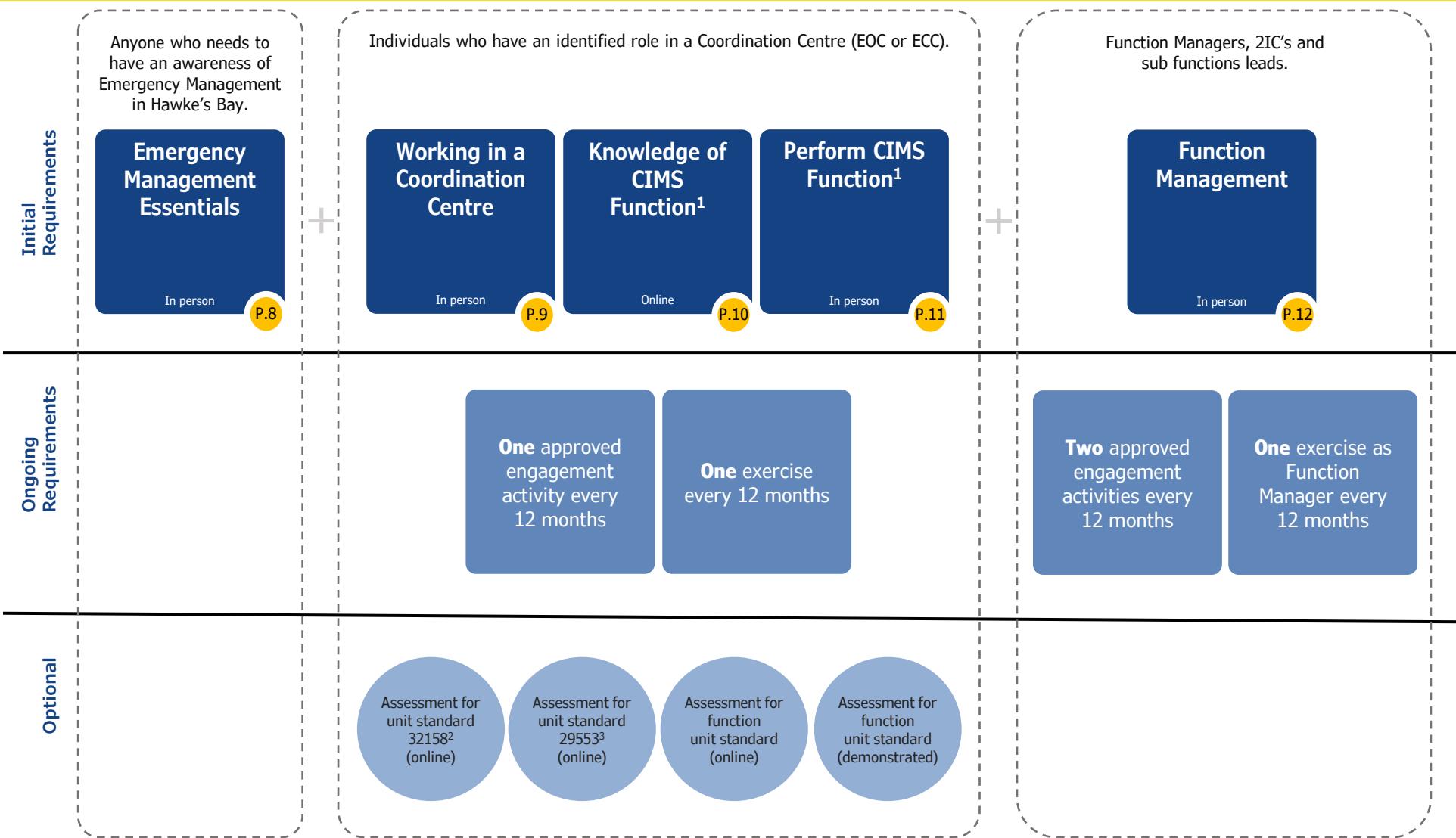
The local EOCs are staffed by the relevant council, while the regional ECC is staffed by the Hawke's Bay Emergency Management Group Office with support primarily from the regional council and other organisations.

EOCs and ECCs are supported by emergency services, lifeline utilities, welfare agencies and other partners.

To make sure we can handle emergencies well, it's important to have capable and confident people. Everyone's contribution matters!



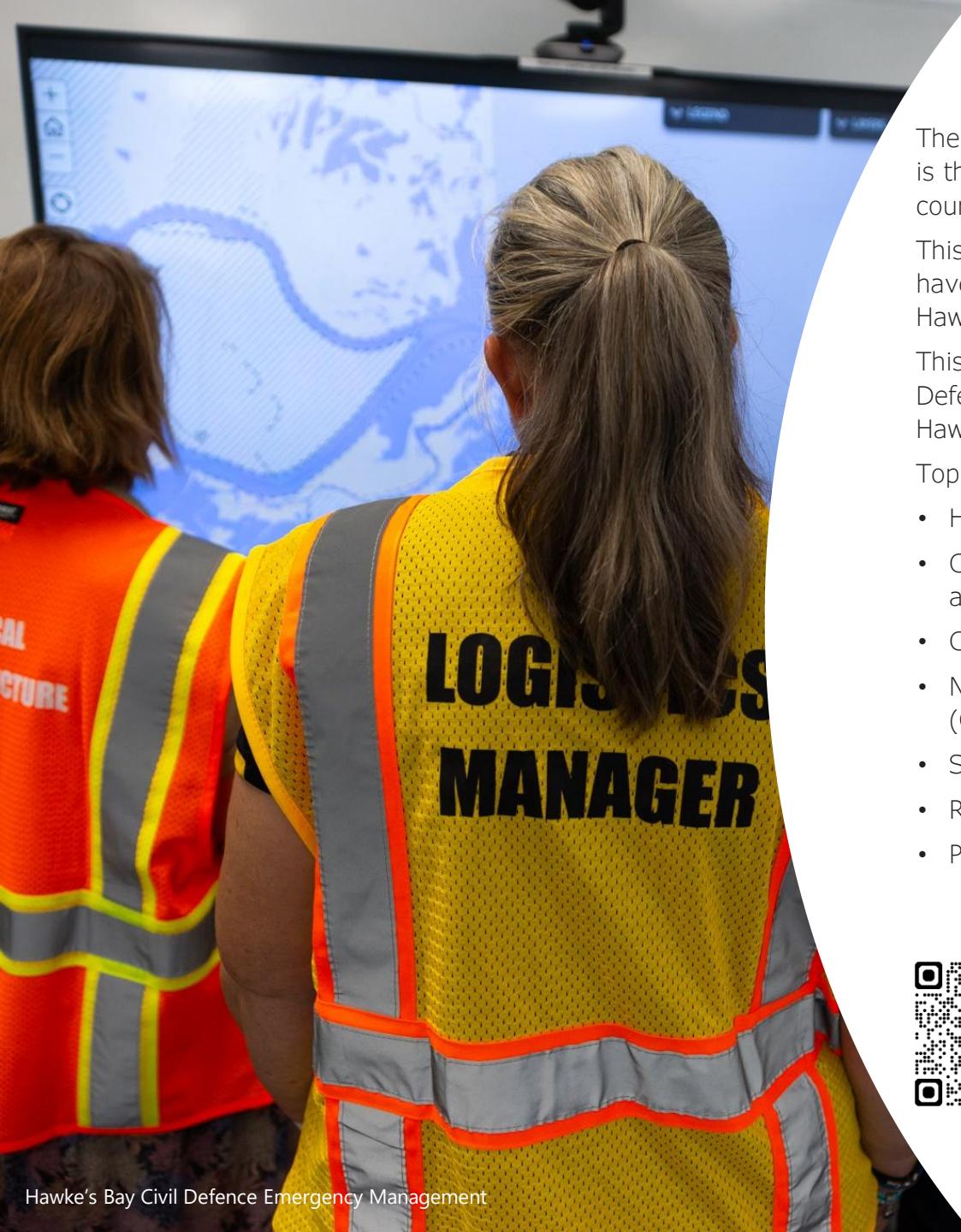
# Coordination Centre pathway



<sup>1</sup> Courses are specific to CIMS function, for example, Knowledge of CIMS Operations Function and Perform CIMS Operations Function.

<sup>2</sup> Demonstrate basic knowledge of New Zealand's Coordinated Incident Management System.

<sup>3</sup> Demonstrate operational knowledge of New Zealand's Coordinated Incident Management System functions and structure.



The first course in the Coordination Centre pathway is the '**Emergency Management Essentials**' course.

This course is designed for anyone who needs to have an awareness of Emergency Management in Hawke's Bay.

This course provides an awareness of Civil Defence, the Emergency Management system and Hawke's Bay response arrangements.

Topics covered include:

- Hazards and agencies
- Civil Defence Emergency Management system and Hawke's Bay arrangements
- Coordination Centres
- NZ's Coordinated Incident Management System (CIMS)
- States of emergencies
- Recovery
- Personal preparedness



<https://book.hbemergency.govt.nz/>

The second course in the Coordination Centre pathway is the **'Working in a Coordination Centre'** course.

By the course's conclusion, individuals will be capable contributors in a Coordination Centre, operating under the guidance of a function manager, and will have gained an understanding of how all functions contribute to an effective response.

Topics covered include:

- NZ's Coordinated Incident Management System (CIMS)
- Initial understanding and mobilisation
- Establishing a Coordination Centre
- Situational Awareness
- Defining the problems
- Planning process
- Different response plans
- Record keeping
- Handovers and shift changes
- Demobilisation



<https://book.hbemergency.govt.nz/>





Each function training is divided into two courses. One course emphasises knowledge of a CIMS function, while the other focuses on performing a CIMS function.

The '**Knowledge of CIMS Function**' courses consists of an online four-hour module that introduces individuals to the roles, responsibilities and processes of the function. Individuals can attend multiple function courses to acquire extensive knowledge and experience.

The following courses are available:

- Intelligence
- Logistics
- Operations
- Planning
- Public Information Management (PIM)
- Safety
- Welfare

Completion of one of these courses is a prerequisite for the 'Perform CIMS Function' course.



<https://book.hbemergency.govt.nz/>

The fourth course in the Coordination Centre pathway is '**Perform CIMS Function**' courses.

These courses involve practical activities and focuses on performing the CIMS function.

The following courses are available:

- Intelligence
- Logistics
- Operations
- Planning
- Public Information Management (PIM)
- Safety
- Welfare
- Recovery

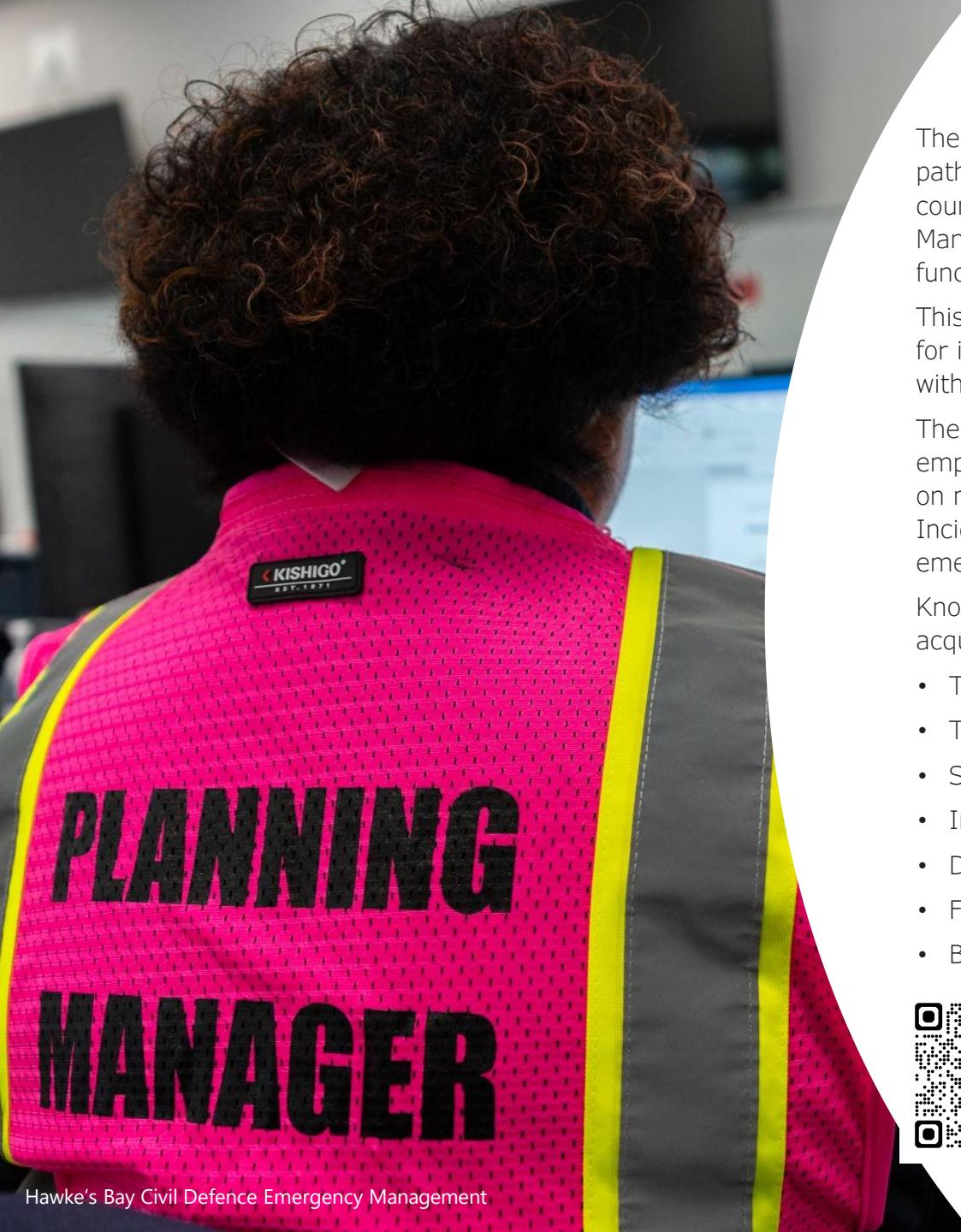
Future courses will include:

- Māori Partnerships
- Controllers Assistant
- Agency Liaison Officer
- Lifelines Utility Coordinators



<https://book.hbemergency.govt.nz/>





The final course in the Coordination Centre pathway is the '**Function Management**' course. This course is for people who plan to be Response Managers, Function Managers, 2IC's, and sub-functions leads.

This course provides a developmental opportunity for individuals who may be in a leadership role within a coordination centre.

The course is interactive and exercise-based, employing scenarios to navigate essential concepts on managing a function and being part of the Incident Management Team (IMT) during an emergency response.

Knowledge and skills that function managers will acquire are:

- The role of an Incident Management Team (IMT)
- Team dynamics
- Situational leadership concepts
- Influence in a multi-agency environment
- Decision making in emergencies
- Facilitating continuous improvement
- Briefings & debriefings.



<https://book.hbemergency.govt.nz/>

# Welfare Pathway

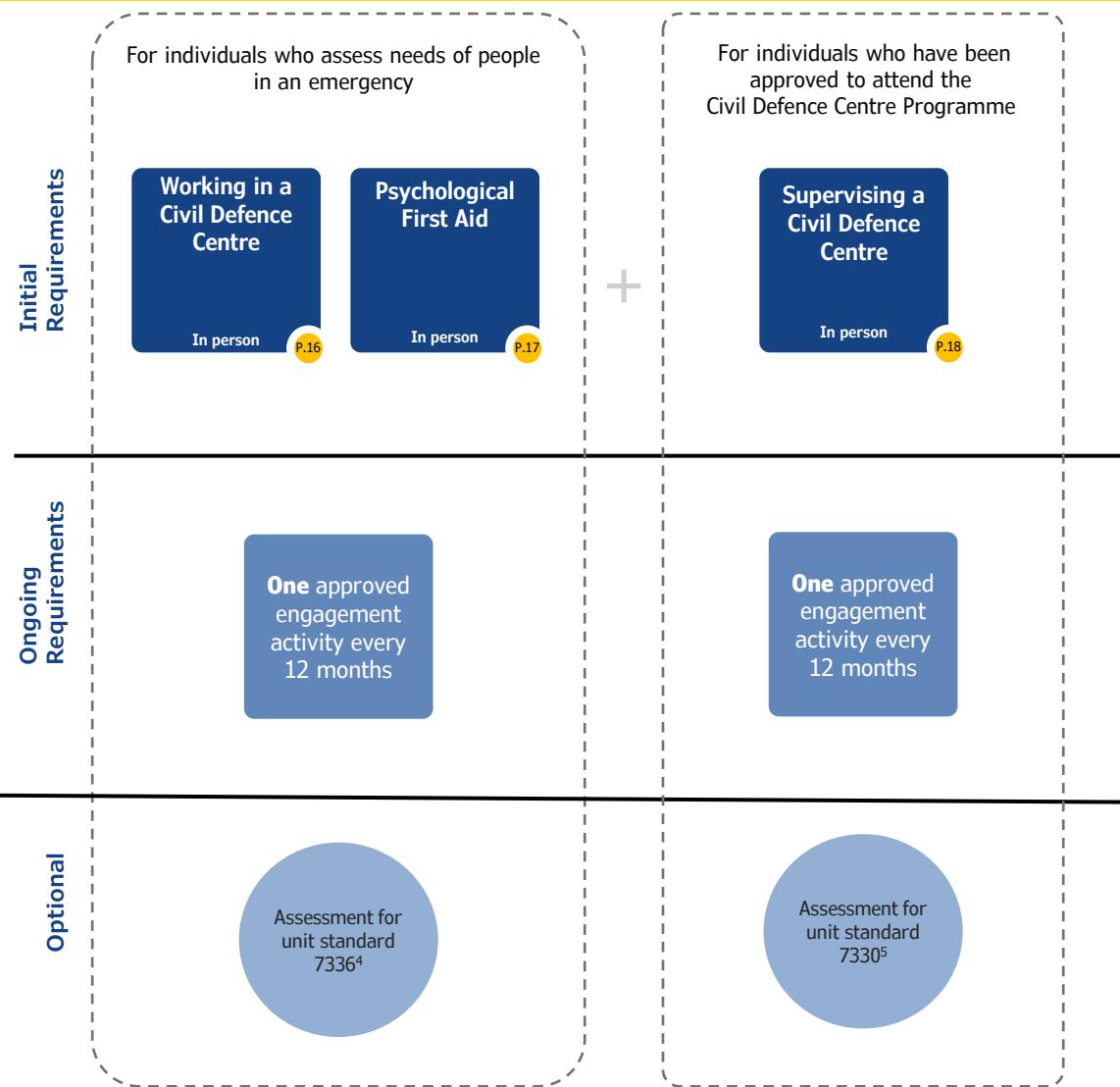


# Welfare

Within the Welfare pathway, two distinct pathways are available: Civil Defence Centres and Needs Assessment. These courses are designed for individuals who will be actively engaged in Civil Defence Centres or conducting Needs Assessments during emergency responses.

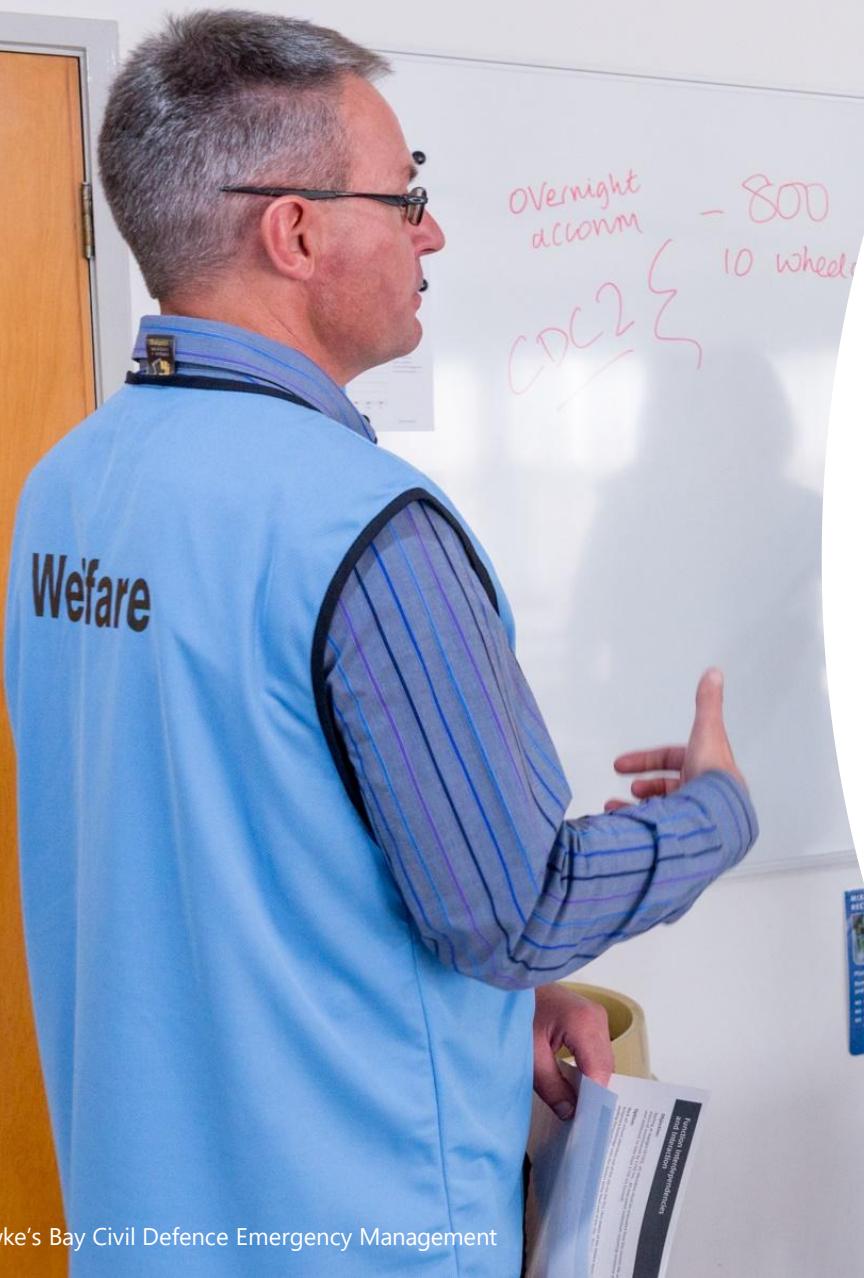


# Civil Defence Centre pathway



<sup>4</sup> Demonstrate knowledge of welfare centre functions during an emergency <sup>2</sup> Demonstrate basic knowledge of New Zealand's Coordinated Incident Management System.

<sup>5</sup> Supervise a welfare centre during an emergency.



The '**Working in a Civil Defence Centre**' course is an interactive half-day course for individuals who will be actively involved in a Civil Defence Centre.

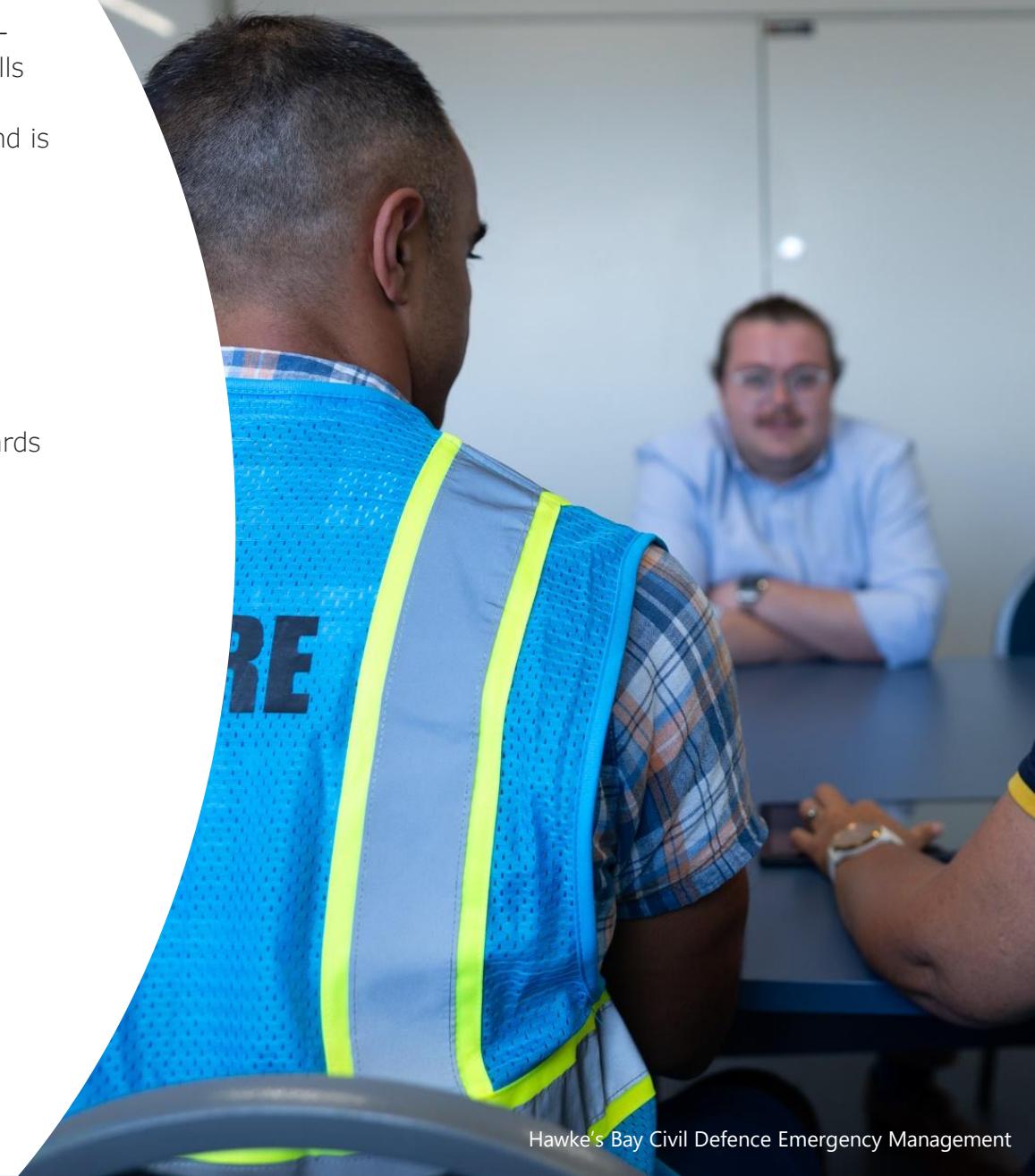
Topics covered include:

- The role of a Civil Defence Centre
- Services provided by agencies in Civil Defence Centre
- Layout and operation of a Civil Defence Centre.

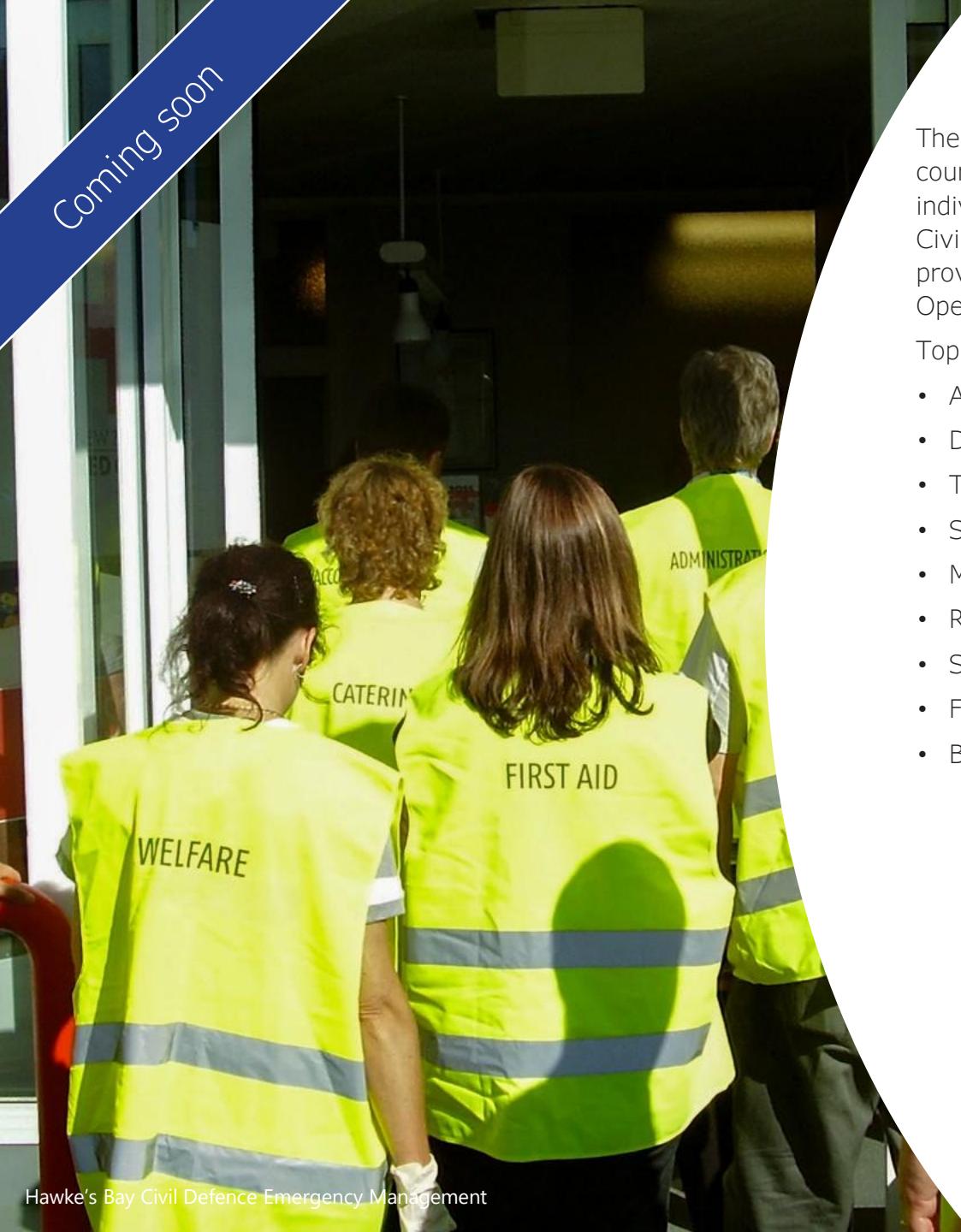
The '**Psychological First Aid**' course is a one-day course which equips individuals with the skills and knowledge to recognise and respond to someone who has endured a traumatic event and is experiencing mental distress.

Topics covered include:

- The tools to build your own mental fitness
- Understand the relationship between mental health and distress
- The skills to recognise mental distress
- Providing initial help and guide a person towards professional help.



Coming soon

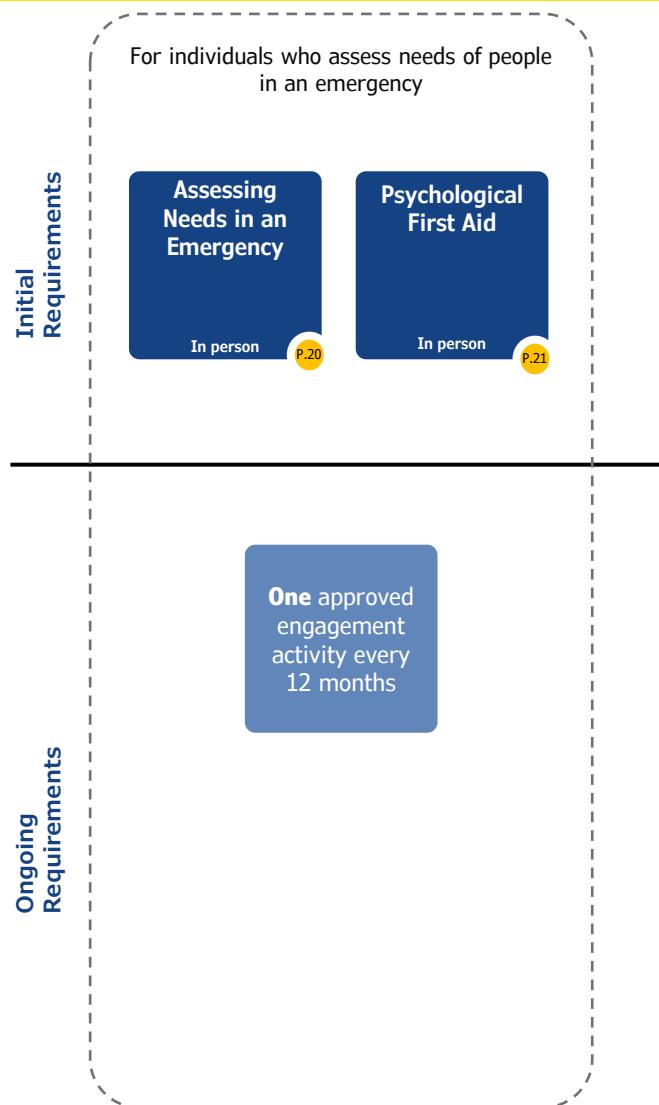


The '**Supervising a Civil Defence Centre**' course is an interactive half-day course for individuals who supervise the team working in a Civil Defence Centres during a response and provides updates to the local Emergency Operations Centre.

Topics covered include:

- Activating a Civil Defence Centre
- Delegating tasks
- Team dynamics
- Situational leadership concepts
- Management of information
- Resource requests
- Status reporting
- Facilitating continuous improvement
- Briefings & debriefings.

# Needs assessment pathway



# Assessing Welfare Needs in an Emergency



The '**Assessing Welfare Needs in an Emergency**' course is a half-day interactive course for individuals who will conduct needs assessments with community members affected by an emergency.

Topics covered include:

- Understanding of needs assessment
- The process used to identify people's needs in an emergency
- Skills to conduct needs assessment
- The system used to conduct a needs assessment.

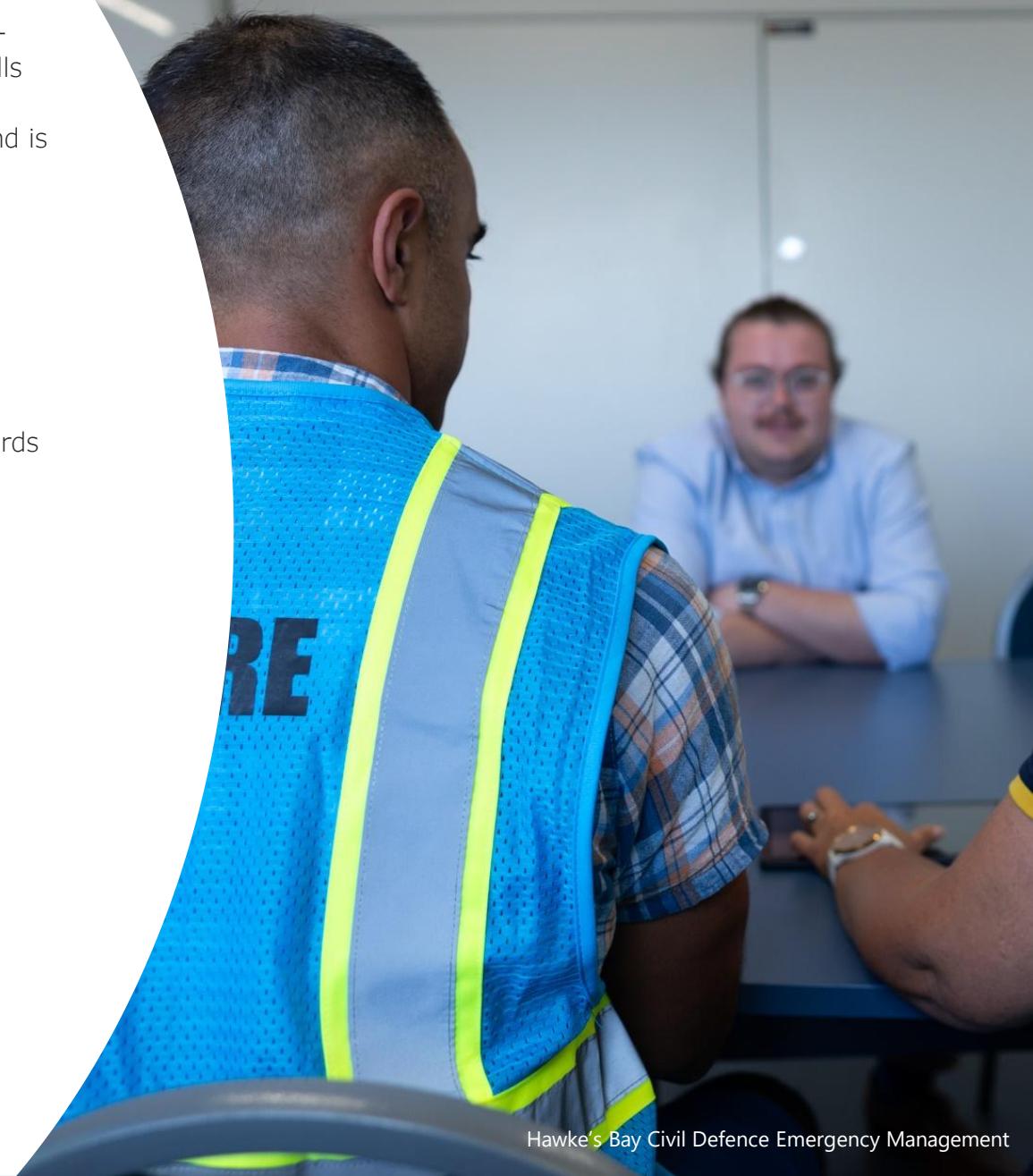


<https://book.hbemergency.govt.nz/>

The '**Psychological First Aid**' course is a one-day course which equips individuals with the skills and knowledge to recognise and respond to someone who has endured a traumatic event and is experiencing mental distress.

Topics covered include:

- The tools to build your own mental fitness
- Understand the relationship between mental health and distress
- The skills to recognise mental distress
- Providing initial help and guide a person towards professional help.



# Controllers Pathway



# Controllers development

The Controller development pathway is centered on the national Response & Recovery Aotearoa New Zealand (RRANZ) Response and Recovery Leadership Development program. It's a requirement for all Local Controllers and Group Controllers in Hawke's Bay, and it's also suitable for Response Managers and Recovery Managers in our local EOCs and group ECC.

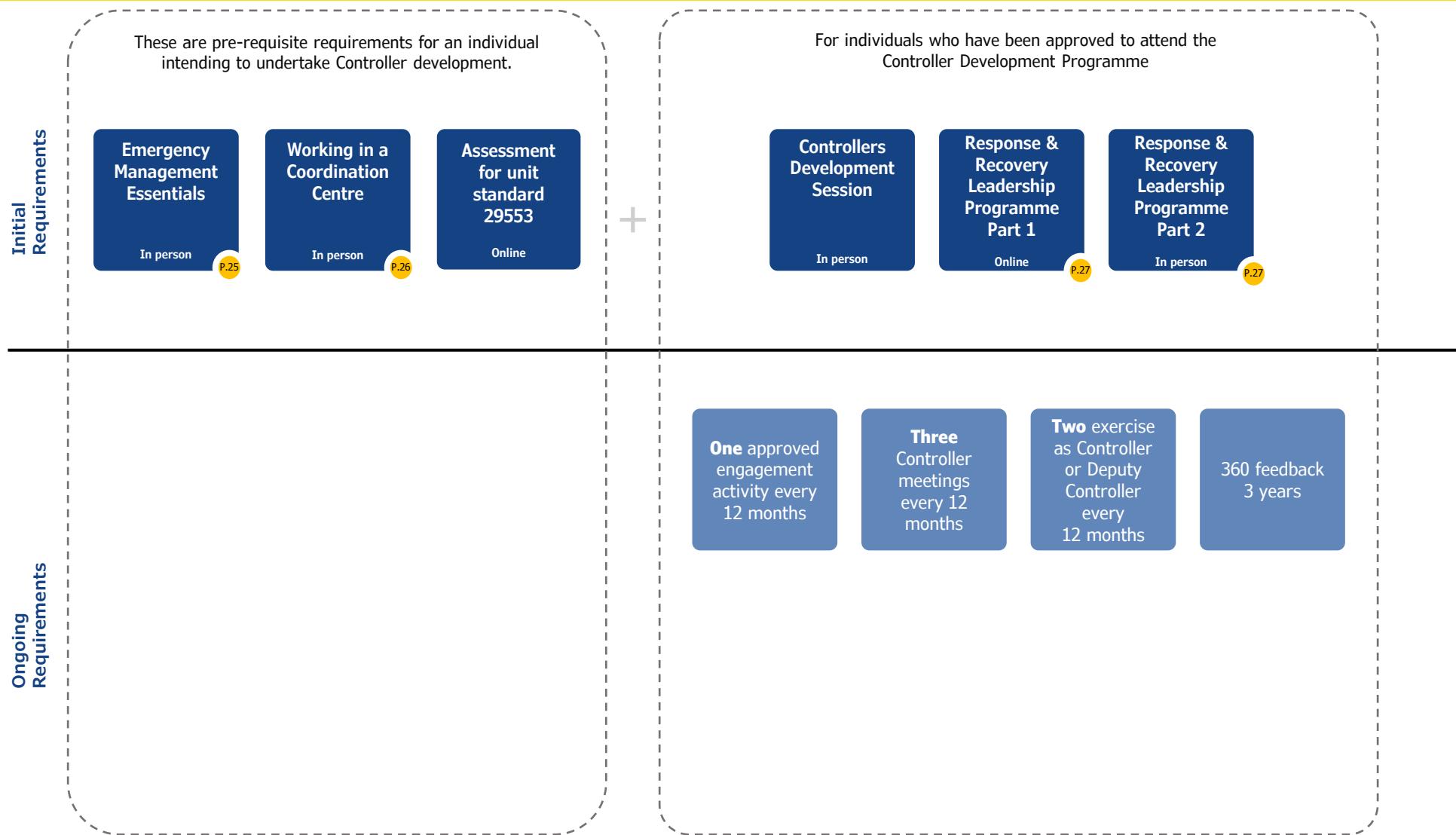
Before attending the RRANZ Response and Recovery Leadership programme, individuals must have achieved NZQA unit standard 29553 - Demonstrate operational knowledge of New Zealand's Coordinated Incident Management System functions and structure. You can get this by completing the Emergency Management Essentials and Working in a Coordination Centre, followed by an online assessment. The unit standard is also available in some CIMS 4 courses.

We are developing a Controllers Development session. It's designed to prep individuals for the RRANZ seven-week online program, the 4.5-day face-to-face course and assessment.

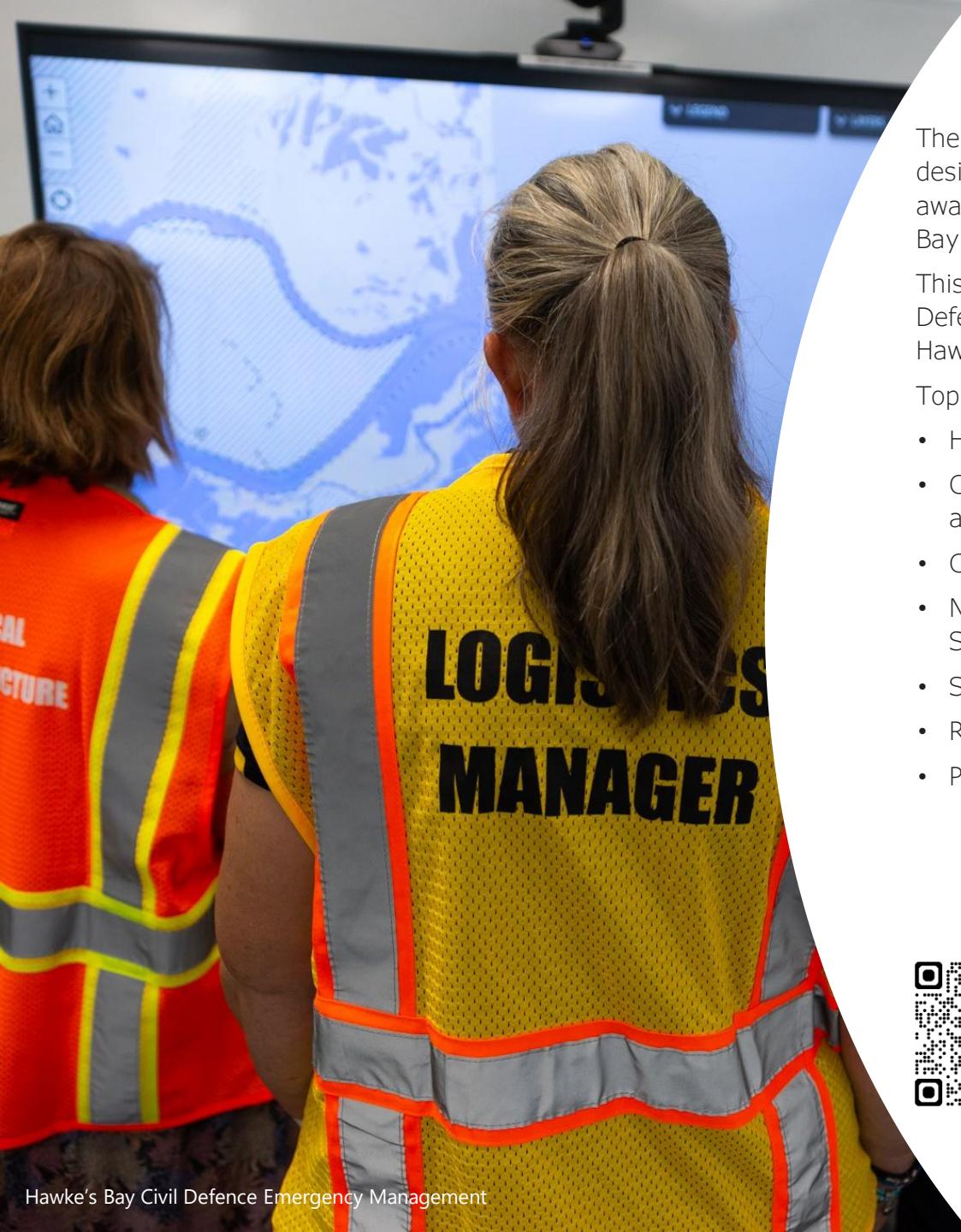
To stay up-to-date, Controllers are required to lead exercises and engage in two activities each year.



# Controllers development pathway



<sup>3</sup> Demonstrate operational knowledge of New Zealand's Coordinated Incident Management System functions and structure.



The '**Emergency Management essentials**' is designed for anyone who needs to have an awareness of Emergency Management in Hawke's Bay.

This course provides an awareness of Civil Defence, the Emergency Management system and Hawke's Bay response arrangements.

Topics covered include:

- Hazards and agencies
- Civil Defence Emergency Management system and Hawke's Bay arrangements
- Coordination centres
- NZ's Coordinatized Incident Management System (CIMS)
- States of emergencies
- Recovery
- Personal preparedness



<https://book.hbemergency.govt.nz/>

The second course in the Coordination Centre pathway is the **'Working in a Coordination Centre'** course.

By the course's conclusion, individuals will be capable contributors in a Coordination Centre, operating under the guidance of a function manager, and will have gained an understanding of how all functions contribute to an effective response.

Topics covered include:

- NZ's Coordinated Incident Management System (CIMS)
- Initial understanding and mobilisation
- Establishing a Coordination Centre
- Situational Awareness
- Defining the problems
- Planning process
- Different response plans
- Record keeping
- Handovers and shift changes
- Demobilisation



<https://book.hbemergency.govt.nz/>



The '**Response and Recovery Leadership (Tier 1)**' course offers professional development for leaders in emergency response and recovery.

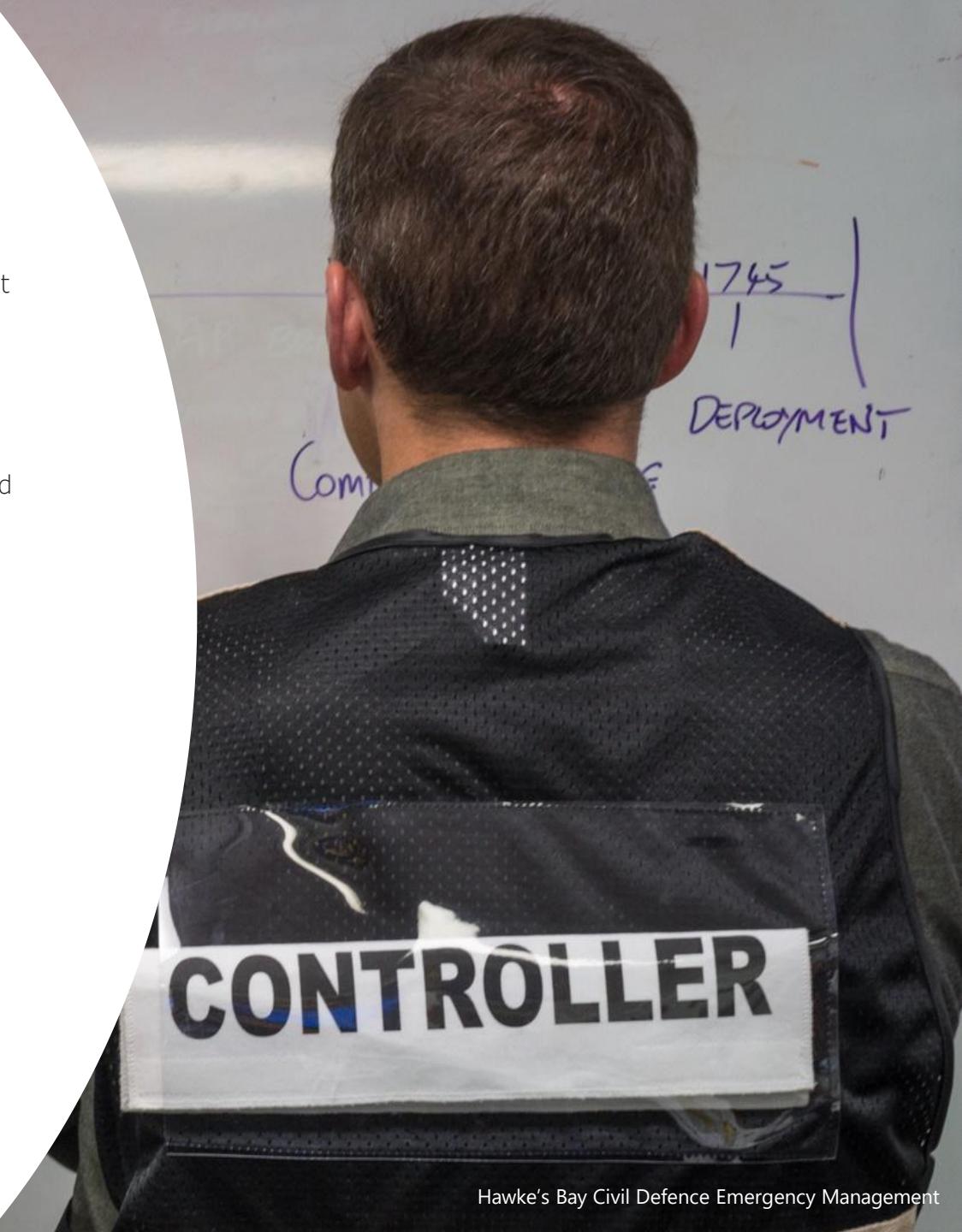
This is the sole university-accredited leadership development program for emergency management in Aotearoa New Zealand.

Participation is mandatory for all Local Controllers and Group Controllers in Hawke's Bay.

The program consists of two parts:

**Part 1** - a seven-week online interactive course and assessment.

**Part 2** - a 4.5-day face-to-face course and assessment. This part is conducted outside of Hawke's Bay, necessitating travel and accommodation.



# Additional development



# Exercises and engagements

## Exercises

In our continuous efforts for readiness, councils and CDEM partners will participate in various exercises throughout the year. These exercises serve as a valuable platform to boost the overall capability of each operation or coordination centre and instil confidence in those involved at each EOC or ECC.



## Engagements

Engagements provide an opportunity for practitioners in specific CIMS function to come together to exchange ideas, share experiences, discuss best practices, and provide mutual support.

The intended audience encompasses anyone trained to support an emergency in Hawke's Bay Region

Topics covered in these sessions may range from:

- Introducing new templates or tools
- Sharing lessons learned from responses
- Revising unfamiliar processes
- Conducting walk-through scenarios
- Presenting case studies
- Sharing experiences from deployments.

# Recognition of current competency

Some individuals entering the training development programme may have existing experience or knowledge. Recognition of current competency, including recognition of prior learning will be considered on a case-by-case basis.

In some situations, it may be necessary to review the individuals Record of Achievement or conduct an assessment to validate their capabilities, particularly for roles such as Controllers, Response Managers and Recovery Managers.

Additionally, a short '**Bridging course**' will be developed in the future for individuals who have recently completed the more traditional CIMS 4 courses but aim to progress to CIMS function or Function Management courses.





HAWKE'S BAY  
EMERGENCY MANAGEMENT GROUP

[www.hbemergencymanagement.govt.nz](http://www.hbemergencymanagement.govt.nz)

September 2025