

40859**Lead a team during emergency response activities**

Kaupae Level	5
Whiwhinga Credit	10
Whāinga Purpose	This skill standard is for people leading or aspiring to lead formal emergency response teams, such as fire crews, civil defence field teams, coordination centre teams, Urban Search and Rescue (USAR) teams or squads. People credited with this skill standard are able to: manage self to lead a team during an emergency response, communicate with a team in time critical settings, monitor and manage team wellbeing during a response, and coach team members during a response for effective performance. This skill standard can be used for assessment within qualifications across the Emergency Management sector.

Hua o te ako me Paearu aromatawai | Learning outcomes and assessment criteria

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Manage self to lead a team during an emergency response.	a. Seek feedback on own leadership practice.
	b. Reflect on own strengths and vulnerabilities.
	c. Demonstrate self-care and wellbeing strategies.
	d. Analyse the impact of positive role-modelling and self-care on the team.
	e. Reflect on own effectiveness as a response leader and develop an action plan.
2. Communicate with a team in time critical emergency response settings.	a. Identify and demonstrate effective communication strategies while leading a team in an emergency response environment.
	b. Select communication medium appropriate to own leadership style and emergency response environment.
	c. Communicate message clearly and concisely, meeting critical timings during an emergency response activity.

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
3. Monitor and manage team wellbeing during an emergency response.	a. Evaluate team dynamics and identify team issues.
	b. Develop strategies to enhance team dynamics and resilience.
	c. Recognise highly stressful situations and minimise team exposure.
4. Coach team members during an emergency response for effective performance.	a. Evaluate team performance and identify team members who require support.
	b. Provide appropriate positive and constructive feedback for a team member.
	c. Provide guidance to support a team member's effective performance.

Pārongo aromatawai me te taumata paearu | Assessment information and grade criteria

Assessment specifications:

- This standard may be assessed in simulated conditions.
- A critical part of leading response in Aotearoa New Zealand is knowledge of and commitment to working with iwi Māori. Assessment of this skill standard must be underpinned by leadership principles and practices reflective of Te Tiriti o Waitangi, to ensure that the indigenous status of Tangata Whenua and the role of Tangata Tiriti are understood.

Definition:

- *Emergency response environment* refers to the dynamic, high-pressure conditions in which emergency teams operate during an incident, characterised by urgency, uncertainty, potential risk, and the need for rapid decision-making and coordination to protect lives, property, companion and production animals, and the environment. This may occur during a declared or non-declared state of emergency.

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Managing self to lead a team

- Importance of feedback for professional growth, feedback methods, feedback-friendly environments, and receiving and processing constructive criticism.
- Self-assessment tools, emotional intelligence and self-awareness, recognising triggers and areas for development, and leveraging strengths.
- Stress management techniques, personal boundaries, self-care and wellbeing strategies and building and maintaining personal resilience.

- Modelling, influence of leader wellbeing on team morale and performance, preventing burnout, and building a culture of wellness and accountability.
- Debriefing and critical reflection methods, identifying areas for improvement post-response, SMART (Specific, Measurable, Achievable, Relevant and Time-bound) goals, and personal leadership development plans.

Communication

- Maintaining presence and clarity under stress, active listening, briefings, check-backs and closed-loop communication, and addressing misunderstandings or misinformation.
- Appropriate communication mediums for urgency, complexity and team structure: radio, face-to-face, digital/text, whiteboards, and SITREP reports.
- Message structuring and language choice.

Team wellbeing

- Group behaviour indicators, observing morale, and recognising signs of dysfunction.
- Team reset techniques and interventions, conflict resolutions tools, and reinforcing shared goals and roles.
- Identifying red zones, rotating roles, mental health awareness, psychological safety practices, and MANERS model of psychological first aid.

Coaching

- Observation and assessment, and indicators of poor performance.
- Feedback models, and timely and task specific feedback.
- Coaching techniques.

Rauemi | Resources

Where the resources have been updated, please refer to the latest version.

- Civil Defence and Emergency Management Act 2002.
<https://www.legislation.govt.nz/act/public/2002/0033/latest/whole.html>
- Health and Safety at Work Act 2015.
<https://www.legislation.govt.nz/act/public/2015/0070/latest/DLM5976660.html>

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Toitū te Waiora Community, Health, Education, and Social Services Workforce Development Council
Whakaritenga Rārangi Paetae Aromatawai DASS classification	Community and Social Services > Civil Defence Emergency Management > Civil Defence Emergency Management Response
Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga CMR	0024

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	25 September 2025	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

Please contact Toitū te Waiora Community, Health, Education, and Social Services Workforce Development Council at qualifications@toitutewaiora.nz to suggest changes to the content of this skill standard.