

**40860****Lead emergency response team operations**

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>Kaupae   Level</b>     | 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Whiwhinga   Credit</b> | 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Whāinga   Purpose</b>  | <p>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.</p> <p>People credited with this skill standard will be able to: determine the command-and-control structure in emergency response, create a task plan to deliver an operational objective during an emergency response, and manage operations during an emergency response to achieve objectives.</p> <p>This skill standard can be used for assessment within qualifications across the Emergency Management sector.</p> |

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

| <b>Hua o te ako   Learning outcomes</b>                                                 | <b>Paearu aromatawai   Assessment criteria</b>                                                                   |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 1. Determine the command-and-control structure in emergency response.                   | a. Outline legislation that enables controller powers and legal liability.                                       |
|                                                                                         | b. Identify appropriate delegation of controller powers.                                                         |
|                                                                                         | c. Relate the powers of the controller to the powers of others.                                                  |
|                                                                                         | d. Describe implications on the command-and-control structure in a declared and non-declared state of Emergency. |
| 2. Create a task plan to deliver an operational objective during an emergency response. | a. Identify required operational objectives.                                                                     |
|                                                                                         | b. Demonstrate the use of options analysis in decision making.                                                   |
|                                                                                         | c. Plan key activities and timeframes to meet operational objectives and maintain safety of team.                |
|                                                                                         | d. Identify and allocate resources to meet operational objectives.                                               |

| Hua o te ako   Learning outcomes                                         | Paearu aromatawai   Assessment criteria                                                            |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| 3. Manage operations during an emergency response to achieve objectives. | a. Prepare for and conduct an operational briefing.                                                |
|                                                                          | b. Issue operational orders.                                                                       |
|                                                                          | c. Identify and manage health and safety risks for team.                                           |
|                                                                          | d. Monitor and adjust operational activities to respond to changing circumstances.                 |
|                                                                          | e. Communicate with relevant teams, agencies or coordination centres to maintain information flow. |
|                                                                          | f. Report on progress and issues.                                                                  |
|                                                                          | g. Plan and conduct debriefing.                                                                    |
|                                                                          | h. Report debriefing findings.                                                                     |

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

#### Assessment specifications:

- Learners are recommended to complete Skill Standard 40719, *Use CIMS during a response*, before assessment of this standard.
- Assessment of this standard must comply with the Civil Defence Emergency Management Act 2002, and Health and Safety at Work Act 2015.
- Assessment of this standard must comply with organisation's Standard Operating Procedures (SOP).
- 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.
- Assessment criteria 1a – controller's powers accord with Civil Defence Emergency Management Act 2002 - sections 85-94 and the legal liability of the controller's powers accord with section 110.

#### 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****Command and control structure**

- Description of controller's powers: Civil Defence Emergency Management Act 2002 - sections 85-94.
- Limits of controller's powers: Civil Defence Emergency Management Act 2002 - section 110.
- Controller delegation of powers: relevant scenarios.
- Resource Management Act 1991 - section 330: Emergency works and power to take preventive or remedial action.
- Powers of others: Emergency services, territorial/local authority and support agencies.
- Role overlap and interagency collaboration.

**Task planning**

- SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives, alignment to strategic and tactical levels, priority setting and risk-based planning.
- Decision making models, evaluating multiple courses of action, risk assessment and consequences analysis.
- Activity sequencing, time management under pressure, contingency planning and buffers, and coordination with task plans.
- Resource allocation, constraints, and tracking.

**Managing operations**

- Operational orders and briefings: procedures, roles and responsibilities of team leader, team members and support services.
- GSMEAC (Ground, Situation, Mission, Execution, Admin and Logistics, and Communications and Command) briefing format.
- Strategic communication principles and communicating objectives.
- Communication tools and technology.
- Observation, feedback and performance metrics, flexibility in task adaption, and recognising when and how to escalate or de-escalate operations.
- Maintaining situational awareness, communication protocols, and information sharing.
- Situational reporting, escalation of critical issues, and documenting decisions.
- Performance assessment: evaluating effectiveness, capturing lessons learned and insights.
- Debrief reports: communication mode (written or verbal), report contents (positive outcomes and corrective actions).

## Rauemi | Resources

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

- Civil Defence Emergency Management Act 2002.  
<https://www.legislation.govt.nz/act/public/2002/0033/51.0/DLM149789.html>.
- Health and Safety at Work Act 2015.  
<https://www.legislation.govt.nz/act/public/2015/0070/latest/DLM5976660.html>.
- Resource Management Act 1991.  
<https://legislation.govt.nz/act/public/1991/0069/latest/DLM230265.html>.
- NEMA. *Coordinated Incident Management System (CIMS) (3<sup>rd</sup> ed.)*.  
<https://www.civildefence.govt.nz/resources/coordinated-incident-management-system-cims-third-edition>.
- NEMA. *National Civil Defence Emergency Management Plan 2015 and Guide to the Plan*.  
<https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-civil-defence-emergency-management-plan-and-guide>.
- Quality Planning. (n.d.). Emergency powers.  
<https://www.qualityplanning.org.nz/index.php/node/1068>.
- Quality Planning. (n.d.). Case law: Emergency powers.  
<https://www.qualityplanning.org.nz/index.php/node/1132>.
- Resource Management Act 1991.  
<https://www.legislation.govt.nz/act/public/1991/0069/latest/DLM230265.html>.

## Pārongo Whakaū Kounga | Quality assurance information

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

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

Please contact Toitū te Waiora Community, Health, Education, and Social Services Workforce Development Council at [qualifications@toitutewaioara.nz](mailto:qualifications@toitutewaioara.nz) to suggest changes to the content of this skill standard.