

40861**Build and lead a high-performing emergency management team**

Kaupae Level	5
Whiwhinga Credit	10
Whāinga Purpose	This skill standard is for people leading or aspiring to lead a team that has a function in reduction, readiness, response, or recovery. People credited with this skill standard are able to: evaluate leadership styles relevant to the 4 Rs of emergency management; analyse team development and the impact of team culture on performance in emergency management, lead a high-performing team to achieve an objective in an emergency management setting, lead a high performing team to achieve an objective in an emergency management setting, and mentor a team member to enhance team capability and performance in emergency management. 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. Evaluate leadership styles relevant to the 4 Rs of emergency management.	a. Outline the role and responsibilities of a leader in emergency management.
	b. Determine Standard Operating Procedures (SOP), policies, and legal considerations relevant to emergency management leadership.
	c. Evaluate leadership styles and characteristics appropriate to different phases of emergency management across the 4 Rs.
	d. Analyse the impact of leadership styles on team dynamics.
	e. Explain functional leadership concepts and their application in emergency management.

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
2. Analyse team development and the impact of team culture on performance in emergency management.	a. Analyse the characteristics of high-performing teams and evaluate potential barriers to achieving high performance.
	b. Recognise and describe stages of group development specific to teams within emergency management.
	c. Analyse the impact of team culture on performance.
3. Lead a high performing team to achieve an objective in an emergency management setting	a. Plan a team objective and the alignment of team roles to achieve that objective.
	b. Determine communication requirements and implement communication strategies.
	c. Develop and implement strategies to build positive team behaviour and culture.
	d. Identify potential conflict areas and develop relevant conflict management strategies.
	e. Demonstrate de-escalation techniques to manage conflict.
4. Mentor a team member to enhance team capability and performance in emergency management.	a. Describe effective mentoring models and strategies.
	b. Develop and employ a professional development mentoring plan for a team member.

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 emergency management 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.
- Learning outcome 3 – team objective must relate to at least one of the 4 Rs.
- Assessment criterion 4b – mentoring plan will document mentoring of team member and may include: needs, goal setting, action planning, progress and evaluation.

Definition:

- 4 Rs New Zealand's approach to civil defence emergency management is known as the 4 Rs: reduction, readiness, response and recovery.

Ngā momo whiwhinga | Grades available

Achieved.

Ihirangi waitohu | Indicative content

Role and responsibilities of a leader in emergency management

- Leadership vs management.
- Duty of care, ethical leadership, and legal obligations of a leader (Health and Safety at Work Act).
- Relevant national and local emergency management legislation; policies relating to public safety, health and welfare; and organisational emergency plans.

Leadership methodology

- Leadership styles: transformational, transactional, situational, autocratic, democratic, servant and functional.
- Strengths and limitations of leadership styles across phases of emergency management.

Team development and team culture

- Characteristics of high-performing teams and barriers.
- Stages of group development and application to emergency teams (e.g. rapid team formation).
- Managing transitions and conflict during development stages.
- Cultural norms and their influence on behaviour and decision making.
- Inclusive culture and psychological safety.
- Impact of hierarchy, diversity and shared values.

Leadership strategies

- Modelling, recognition and feedback, valuing diversity, and role clarity.
- Upward, downward and lateral communication, and communication tools and protocols.
- Setting ground rules and expectations, codes of conduct, monitoring and reinforcing acceptable behaviour.
- Sources of conflict in emergency teams, conflict resolution models, early identification and intervention strategies.
- Active listening and emotional regulation, neutral language and reframing, mediation skills and maintaining team focus during high-stress situations.
- Mentoring models and strategies: GROW model and feedback techniques.
- Assessing team member needs, goal setting and action planning, monitoring progress and evaluating outcomes.

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>.
- National Civil Defence Emergency Management Plan Order 2015.
<https://www.legislation.govt.nz/regulation/public/2015/0140/latest/dlm6485804.html>.
- NEMA. (2020). National Civil Defence and 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>.
- NEMA. (2020). National Disaster Resilience Strategy. <https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy>.
- New Zealand Government. (2019). Coordinated Incident Management System (CIMS) (3rd ed.). <https://www.civildefence.govt.nz/resources/coordinated-incident-management-system-cims-third-edition>.

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 > Comprehensive Emergency Management
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.