

<b>Title</b>	<b>Demonstrate knowledge of leadership theory and use it in CDEM situations</b>		
<b>Level</b>	<b>4</b>	<b>Credits</b>	<b>8</b>

<b>Purpose</b>	<p>This unit standard is intended for CDEM personnel who have a leadership role during an emergency.</p> <p>People credited with this unit standard are able to: explain leadership theory in a CDEM context; and use leadership skills in CDEM situations.</p>
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<b>Classification</b>	Civil Defence > Civil Defence Management
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<b>Available grade</b>	Achieved
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### Explanatory notes

#### 1 Definitions

*Civil Defence Emergency Management (CDEM)* means the application of knowledge, measures, and practices that are necessary or desirable for the safety of the public or property; are designed to guard against, prevent, reduce, or overcome any hazard or harm or loss that may be associated with any emergency; and includes, without limitation, the planning, organisation, co-ordination, and implementation of those measures, knowledge, and practices.

*Current literature* includes, but is not limited to: research papers, journals of relevant professional bodies, specialist academic publications including textbooks, databases, and discussion papers; proceedings of conferences, seminars, and workshops; and local, national, and international interest groups. These may include New Zealand, Australian, European, and American sources.

*Manager* includes an appointed person who has control over a team; has authority under the National or Group Civil Defence Emergency Management Plan; and may include but is not limited to – rescue/response team leader, welfare manager, communications manager, rescue manager, transport manager.

*Organisation* is an agency engaged in CDEM.

2 Assessment against this unit standard may be conducted in a simulated emergency.

3 The legislation referenced in this unit standard includes the Civil Defence Emergency Management Act 2002, Fire Service Act 1975, Forest and Rural Fires Act 1977, Police Act 1958, and Health and Safety in Employment Act 1992.

4 The CDEM organisation's requirements or standard operating procedures (SOPs) refer to policies and procedures on safety and operation set down by each CDEM service employer or agency or host organisation.

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## Outcomes and evidence requirements

### Outcome 1

Explain leadership theory in a CDEM context.

#### Evidence requirements

- 1.1 The theory, principles, techniques, and practices of leadership are identified and described consistent with current literature and professional practice.
- 1.2 Explanation demonstrates an awareness of contemporary issues in leadership in New Zealand and is consistent with current literature.
- Range examples of issues might be – team development, team dynamics, leading and/or managing professionals, industrial relations, ethical and moral issues, motivation, trust; evidence is required for at least three issues.
- 1.3 Leadership theory is explained in terms of leadership roles, functions and responsibilities and is consistent with current literature.
- Range may include but is not limited to – planning, control, decision-making, negotiating, facilitation, guidance, establishing consensus, establishing safety and rules, inspiration, motivation, role modelling, encouraging, self-leadership.
- 1.4 Leadership theory is explained in terms of styles and characteristics of leadership and is consistent with current literature.
- Range may include but is not limited to – authoritarian, authoritative, consensus, democratic, empowering, permissive.
- 1.5 Functional leadership is explained in terms of styles and applicability to CDEM and is consistent with current literature.
- Range may include but is not limited to – directing, coaching, supporting, empowering; evidence is required of two appropriate leadership styles in two specific CDEM contexts.

**Outcome 2**

Use leadership skills in CDEM situations.

Rangeminimum of two actual or simulated CDEM situations.

**Evidence requirements**

- 2.1 Evaluation of information generated from CDEM situation analysis is used to identify priorities and formulate actions to position the CDEM organisation to be proactive in meeting the CDEM situation's conditions.
- 2.2 Actions developed from CDEM situation analysis translate strategic considerations into logical steps and time frames consistent with the achievement of the CDEM exercise's objectives.
- 2.3 Priorities are identified in accordance with CDEM situation and the organisation's SOPs.
- 2.4 Actions identified and initiated to achieve objectives are in accordance with CDEM situation and the organisation's SOPs.

<b>Planned review date</b>	31 August 2014
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**Status information and last date for assessment for superseded versions**

Process	Version	Date	Last Date for Assessment
Registration	1	23 April 2007	N/A
Rollover and Revision	2	18 July 2013	N/A

<b>Consent and Moderation Requirements (CMR) reference</b>	0223
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

**Please note**

Providers must be granted consent to assess against standards (accredited) by NZQA, before they can report credits from assessment against unit standards or deliver courses of study leading to that assessment.

Industry Training Organisations must be granted consent to assess against standards by NZQA before they can register credits from assessment against unit standards.

Providers and Industry Training Organisations, which have been granted consent and which are assessing against unit standards must engage with the moderation system that applies to those standards.

Requirements for consent to assess and an outline of the moderation system that applies to this standard are outlined in the Consent and Moderation Requirements (CMR). The

CMR also includes useful information about special requirements for organisations wishing to develop education and training programmes, such as minimum qualifications for tutors and assessors, and special resource requirements.

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**Comments on this unit standard**

Please contact the Fire and Rescue Services Industry Training Organisation (EmQual) [info@emqual.org.nz](mailto:info@emqual.org.nz) if you wish to suggest changes to the content of this unit standard.