

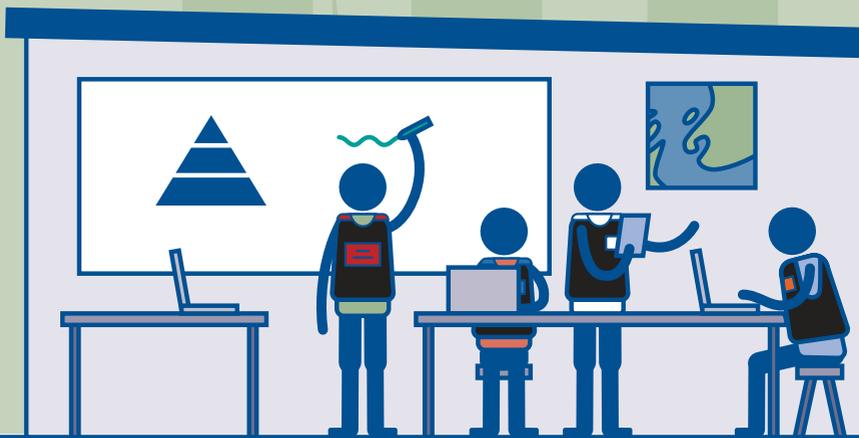


WELLINGTON REGION  
EMERGENCY MANAGEMENT

GROUP

Wellington Region  
Emergency Management

# Professional Development Pathway



For Emergency Operations Centre (EOC) and  
Emergency Coordination Centre (ECC) staff

## Key terms

**CDEM** – Civil Defence Emergency Management

**CIMS** – Coordinated Incident Management System

**EOC** – Emergency Operations Centre (local)

**ECC** – Emergency Coordination Centre (regional)

**IMT** – Incident Management Team

**WREMO** – Wellington Region Emergency Management Office

**See Glossary on the inside back cover.**

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## **This guide is published by the Wellington Region Civil Defence Emergency Management (CDEM) Group.**

The Group is made up of the region's nine councils, emergency services, lifeline utilities, welfare agencies and other partner organisations.

## **The Wellington Region Emergency Management Office (WREMO)**

WREMO's role is leading and coordinating Civil Defence Emergency Management (CDEM) services on behalf of the nine councils.

Read more about the Wellington Region CDEM Group on page 03 of this guide.

For information on how to be better prepared for an emergency at home and at work, visit **GetPrepared.nz**

For information during an emergency, visit **wremo.nz**



info@wremo.nz



@WREMOnz



@WREMOinfo

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# Introduction

As a council staff member with a role in one of the Wellington Region's six local Emergency Operations Centre (EOC) or the regional Emergency Coordination Centre (ECC), you are a vital part of the region's response to a significant emergency.

This guide contains an overview of the Professional Development Pathway through the Foundation, Intermediate and Advanced levels of emergency management.

Your participation in the training programme will help you to develop the relationships, skills, knowledge and experience needed to contribute to a timely and effective emergency response.

Emergency Management Advisors (EMA) from the Wellington Region Emergency Management Office (WREMO) deliver emergency management training to your council and other members of the Wellington Region Civil Defence Emergency Management (CDEM) Group.

Your local training contact can help you to plan your training timetable to achieve your desired level of skill in emergency management.

**My local contact for emergency management training is:**

*We look forward to working with you.*

# What is emergency management?

Our beautiful region can be a little wild, with earthquakes, flooding, tsunamis and landslides among the potential hazards which can cause a major emergency. The impact of these hazards may include damage to our transport and communication infrastructure, as well as harm to people, property, and animals.

Emergency management aims to reduce the harmful effects of hazards on people, property, and animals, to keep us safe and protect our communities.

## Our region's emergency response

In the event of a significant emergency affecting the Wellington Region, up to six local Emergency Operations Centres (EOCs) and a regional Emergency Coordination Centre (ECC) can activate to support or manage an emergency response.

The local EOCs and the regional ECC are staffed and run by the relevant councils with support from the Wellington Region Emergency Management Office (WREMO) and other members of the Wellington Region Civil Defence Emergency Management (CDEM) Group.



*The six EOC locations in the Wellington Region. The Masterton EOC covers the three areas in the Wairarapa and the ECC is a regional facility.*

The CDEM Group is made up of the region's nine councils, emergency services, lifeline utilities, welfare agencies and other partner organisations.

WREMO coordinates CDEM services on behalf of the nine councils and helps members of the Group to prepare for emergencies through the provision of planning and training assistance.

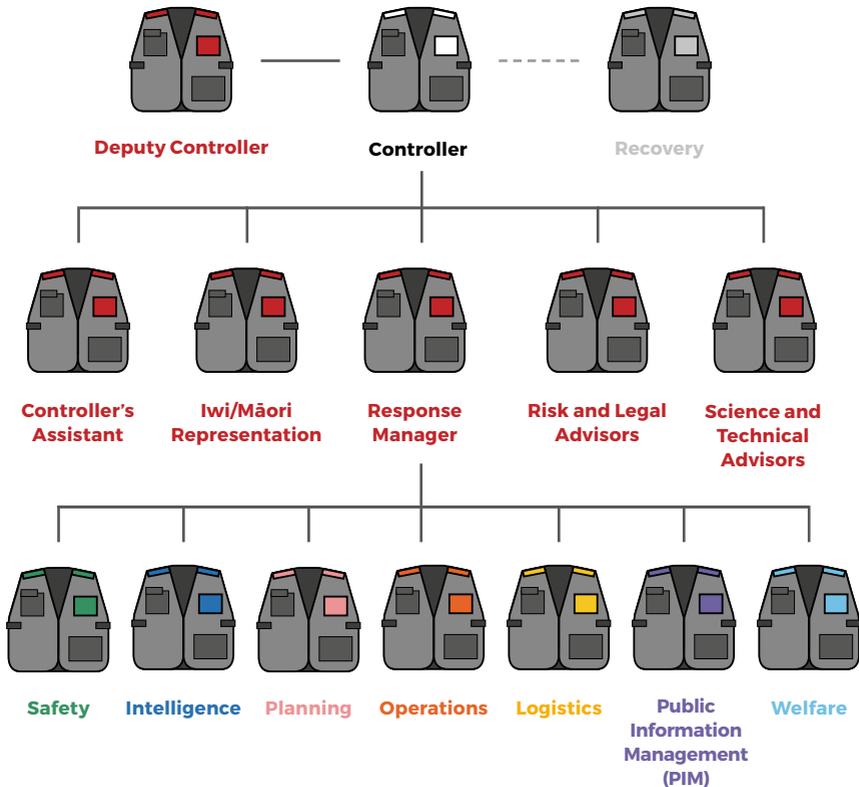
## Coordinated Incident Management System (CIMS)

Our region's emergency management is based on the Coordinated Incident Management System (CIMS) – New Zealand's system for coordinating an emergency response: from small to large scale incidents.

CIMS establishes a framework of consistent principles, structures, functions, processes and terminology for response and the transition to recovery.

It is used by organisations from a local to a national level and provides a consistent approach for responding to all types of emergency.

### The CIMS structure



CIMS was updated in 2020, the third version is available at [civildefence.govt.nz](http://civildefence.govt.nz)

## CIMS functions

The CIMS structure divides the coordination of the emergency response into different functions.

These CIMS functions sit in teams on separate desks but work together in an EOC/ECC to deliver a timely and effective response. Each function has a clear role in an emergency response.

### What is the role of each CIMS function?



**Control** – Coordinates and controls the response.



**Safety** – Advises on measures to minimise risks to response personnel.



**Intelligence** – Collects and analyses information and produces intelligence related to context, impacts, consequences and forecasts.



**Planning** – Plans for response activities and resource needs.



**Operations** – Tasks, coordinates and tracks execution of the Action Plan.



**Logistics** – Provides personnel, equipment, supplies, facilities and services to support response activities.



**Public Information Management (PIM)** – Develops and delivers messages to the public and liaises with the impacted community.



**Welfare** – Ensures planned, coordinated and effective delivery of welfare services to affected individuals, families/whānau and communities, including animals.



**Recovery** – Starts the recovery management process during the initial response phase and ensures the recovery process is integrated with the response.

Your training will provide you with an understanding of CIMS and develop the skills you need to contribute as an effective member of your EOC/ECC team.

# The Professional Development Pathway

By completing a programme of face-to-face and online training, you can progress through three levels of professional development in emergency management:



**Foundation** – you can work under supervision in an EOC/ECC



**Intermediate** – you can work unsupervised in the EOC/ECC



**Advanced** – you can lead and/or supervise others in the EOC/ECC

Our training programme is regionally consistent. There is flexibility for you to attend training at any EOC across the region.

## Face-to-face – training modules, exercises and courses

Activity-based training modules or exercises occur every month for around two hours, with an annual four-hour exercise for each EOC and the ECC.

## Integrated Training Framework (ITF)



The ITF is a nationally-recognised suite of courses designed to meet the training needs of EOC/ECC staff. There are three types:

- **ITF Foundation Course** – an interactive online training session. This course is part of the Foundation Level and is covered in Foundation Module 1.
- **ITF Intermediate Course** – classroom-based sessions run across two days. Part of the Intermediate Level.
- **ITF CIMS Function Course** – one or two-day classroom-based training courses tailored to specific CIMS functions. Part of the Intermediate Level.

One or two-day Integrated Training Framework (ITF) courses are offered across the region throughout the year.

## Online – takatū learning management portal

takatū is the learning management system used to support our training. It is sponsored by the National Emergency Management Agency (NEMA) and requires a RealMe login. You will need to use takatū to:

- Access a range of training materials, including the 15-minute online Foundation Knowledge Checks.
- Keep track of your progress through the programme and overall professional development in emergency management.

## One-off and annual training

The Professional Development Pathway includes one-off and annual training.



One-off training



Annual training

To achieve each level in the Professional Development Pathway, you must complete both the one-off and annual training.

Once you have achieved a level, you must maintain your level of competence by completing annual training.

The requirements for achieving and maintaining each level are set out in an overview of the Professional Development Pathway on [pages 08–09](#).

# Wellington Region Emergency Professional Development Pathway

Here is an overview of the requirements to achieve and maintain the Foundation, Intermediate and Advanced levels in emergency management.



## Foundation

Can work under supervision



14 hours  
one-off time



5 hours  
annual time

2 hours each

Foundation  
Modules 1-7



15 mins each

4x  
Foundation  
Knowledge  
Checks  
(minimum)



2-4 hours

2x  
Exerc  
(min





## Intermediate

Can work unsupervised



24 hours  
one-off time



5 hours  
annual time

2 days total

Foundation  
Level  
achieved




Integrated Training  
Framework (ITF)  
Intermediate course



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CIMS F





## Advanced

Can supervise others



0 hours  
one-off time



9 hours  
annual time

Foundation  
Level  
achieved




2 hours each

2x Incident  
Management  
Team (IMT)  
Modules  
(minimum)



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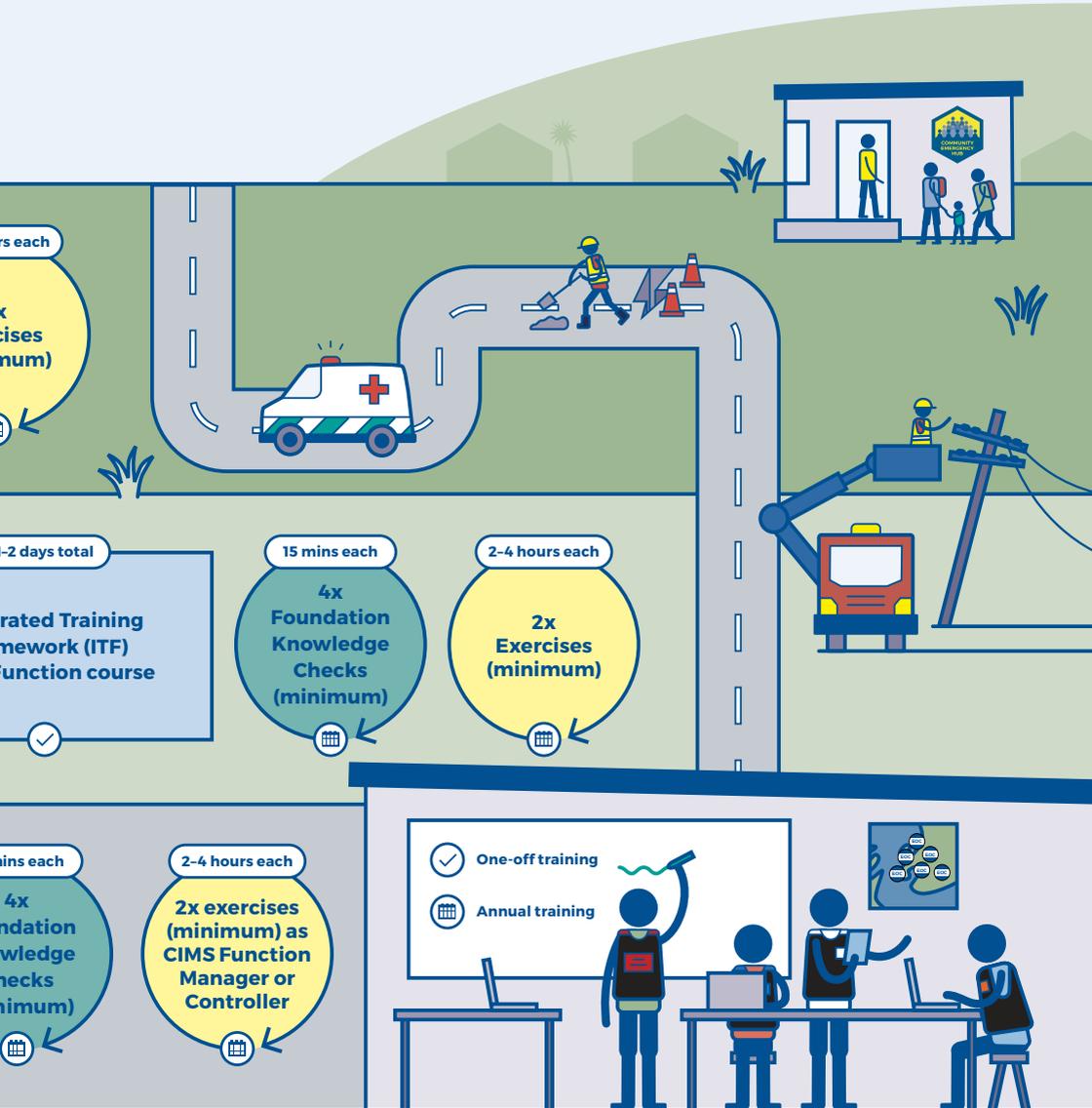
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### Training requirements

The Professional Development Pathway has three levels: Foundation, Intermediate and Advanced. Outlined above are the requirements for each level. To achieve each level, you must complete both the one-off and annual training. Once you have achieved a level, you must complete the required annual training to maintain it.

# Management



## Training dates

Training takes place at EOCs around the region. Please refer to your EOC/ECC training calendar and confirm your attendance through your council's booking system.

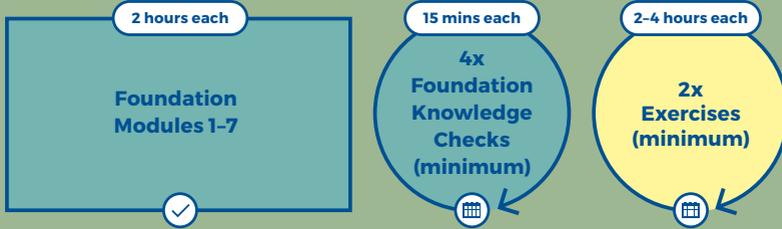
Key:



One-off training



Annual training



# Foundation Level

Can work under supervision in an Emergency Operations Centre (EOC) or Emergency Coordination Centre (ECC)



14 hours  
one-off time



5 hours  
annual time



**To achieve the Foundation Level, you need to complete the following one-off and annual training:**

-  Attend all of the Foundation Modules 1-7 and complete all of the Foundation Knowledge Checks
-  Attend a minimum of two Exercises annually

**I have achieved the Foundation Level.**

**Once you have achieved the Foundation Level, you maintain it by completing the following annual training:**

-  Complete a minimum of four online Foundation Knowledge Checks annually
-  Attend a minimum of two Exercises annually

# Foundation Modules 1-7

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2 hours each



One online module and six face-to-face sessions cover the key areas of knowledge required to work in an EOC/ECC with some supervision at the Foundation Level.

Foundation Module 1: **Emergency management in the Wellington Region**

Foundation Module 2: **Initial understanding and mobilisation**

Foundation Module 3: **EOC/ECC processes and procedures**

Foundation Module 4: **Planning process – Part 1**

Foundation Module 5: **Planning process – Part 2**

Foundation Module 6: **Operational task**

Foundation Module 7: **Welfare task**



**Audience:** This is for EOC/ECC staff who are looking to achieve the Foundation Level.



**One-off training:** To achieve the Foundation Level, you only need to attend each Foundation Module and complete the relevant Knowledge Check once.



**How to book:** For dates, please refer to your EOC/ECC training calendar and confirm your attendance through your council's booking system.

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15 mins each

## Foundation Knowledge Checks



A 15-minute online Knowledge Check is available for Foundation Modules 2-7. These are to help consolidate learning or serve as a refresher on the basic EOC/ECC processes and procedures.

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**One-off training:** To achieve the Foundation Level, you must complete all of the Knowledge Checks.



**Annual training:** Staff at all levels are encouraged to complete all Knowledge Checks annually (must complete a minimum of four).

---



**How to book:** There is no booking required. Please login to takatū and select the relevant Foundation Knowledge Check at a time that suits you.

---

Foundation  
Module 1

## Emergency management in the Wellington Region

2 hours

This module provides an introduction to emergency management in the Wellington Region. It is for staff who are at the Foundation Level.

It covers:

- The Integrated Training Framework (ITF) Foundation course (see below)
- An e-module covering emergency management in the Wellington Region
- An e-module covering New Zealand's hazards and risks
- A video tour of selected EOCs or the ECC



### ITF Foundation Course

The ITF  
Foundation  
Course is part  
of Module 1

You must pass this course before you can take the ITF Intermediate Course.



**How to book:** This course is available online via takatū, so can be taken at any time. Register by getting in touch with your local contact for emergency management training. You can find their details in the front of this guide.

I have completed this module and passed the ITF Foundation Course assessment.

## Initial understanding and mobilisation

2 hours

This module outlines the fundamental steps that need to be completed to establish a timely and effective response to an emergency.

Using an emergency scenario, we will work through several interactive tasks designed to ensure that all participants gain a good understanding of the basic steps involved in initiating a response.

You will send basic reports and requests to other CIMS functions within your EOC/ECC, which will be used in subsequent training sessions.

This module will cover:

- An overview of the CIMS planning process
- Processes and procedures for incidents, notifications, initial response and assessment
- Briefings / status updates / start-up documents
- Decision point – required planning



**I have attended this module and passed the relevant Knowledge Check.**



Complete the relevant Knowledge Check annually via takatū to maintain your level in the Professional Development Pathway.

## EOC/ECC processes and procedures

1.5 hours

Separate  
sessions for  
each CIMS  
function



Each CIMS function will look in more detail at their specific processes and procedures.

Building on the scenario, your CIMS function will use the information, reports and requests gathered during Module 2 to take the next steps in the emergency response.



**Intelligence** will work through managing the event log, developing information collection plans and creating situation reports.



**Planning** will develop an operational schedule, create a response timeline and look at action plans.



**Operations** will look at operational coordination and status reports.



**Logistics** will review resource requests, set up a local supply chain and look at rostering.



**Public Information Management (PIM)** will look at initial public messaging and developing a communications plan.



**Welfare** will look at how to carry out an initial impact analysis.



**I have attended this module and passed the relevant Knowledge Check for my CIMS function.**

If you have previously attended this Foundation Module, you may wish to attend a session for a different CIMS function.



Complete the relevant Knowledge Check annually via takatū to maintain your level in the Professional Development Pathway.

## Planning process Part 1

2 hours

This module will move from the initial stages of establishing an effective emergency response into a more coordinated planning process.

As more information becomes available about the emergency scenario, some specific tasks will be given to each CIMS function.

Working with emergency management partners, you will begin the process of planning how to complete the tasks.

---



**I have attended this module and passed the relevant Knowledge Check.**



Complete the relevant Knowledge Check annually via takatū to maintain your level in the Professional Development Pathway.

## Planning process Part 2

1.5 hours

Separate  
sessions for  
each CIMS  
function



Following on from Module 4, this is part two of the planning process.

Each CIMS function will take part in a separate 1.5-hour session to look in more detail at how they can successfully complete their allocated sub-tasks:



**Intelligence** will look at the different ways the Intelligence function can provide useful information to other functions during the planning process. For example, by producing maps and visual displays.



**Planning** will look at the CIMS planning process in more detail, including how to run effective planning meetings and what a realistic response timeline looks like.



**Operations** will look at how to oversee and manage the completion of operational tasks.



**Logistics** will look at the receipt of resource requests, as well as the procurement and subsequent management of resources.



**Public Information Management (PIM)** will look at planning the public information campaign.



**Welfare** will look in more detail at planning and carrying out a basic Needs Assessment.



**I have attended this module and passed the relevant Knowledge Check for my CIMS function.**

If you have previously attended this Foundation Module, you may wish to attend a session for a different CIMS function.



Complete the relevant Knowledge Check annually via takatū to maintain your level in the Professional Development Pathway.

**Foundation  
Module 6**

**2 hours**

## Operational task

This module introduces ECC/EOC staff to task teams. A task team is formed when there is a need to focus on the execution of a specific task. Each of the CIMS functions is represented in the team, along with partner agencies and technical experts, as required.

The session covers the planning and execution of common operational tasks that may need to be completed in response to a variety of emergencies. For example: setting up and managing a cordon, carrying out reconnaissance, supporting the setup of emergency water collection points.

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**I have attended this module and passed the relevant Knowledge Check.**



Complete the relevant Knowledge Check annually via takatū to maintain your level in the Professional Development Pathway.

**Foundation  
Module 7**

**2 hours**

## Welfare task

This module builds on the task teams model introduced in Module 6 and provides an opportunity to practise a basic task team process used in an emergency.

This session covers one of the common welfare-led tasks that may need to be completed in response to a variety of emergencies. For example: establishing an Emergency Assistance Centre (EAC), carrying out a Needs Assessment, providing household goods and services.

---



**I have attended this module and passed the relevant Knowledge Check.**



Complete the relevant Knowledge Check annually via takatū to maintain your level in the Professional Development Pathway.

# EOC/ECC Exercises 1-3

Your Controller and Incident Management Team (IMT) will lead these exercises with support from WREMO staff.

**2-4 hours each**



Using an emergency scenario, staff at all levels will activate the EOC/ECC to respond to the situation. The three table-top training exercises provide opportunities for staff to work together across the CIMS functions and put training into practice.



**Audience:** These are for EOC/ECC staff at all levels, including support staff.



**Annual training:** Staff at all levels must attend at least two EOC/ECC Exercises annually to maintain their level in the Professional Development Pathway.



**How to book:** For dates, please refer to your EOC/ECC training calendar and confirm your attendance through your council's booking system.

## Exercise 1

**2 hours**

### Exercise 1

Exercise 1 is an opportunity for each CIMS function to work together to progress the work initiated in Module 3 and IMT Module 1. By the end of this exercise, you will have a good grasp of how to initiate a timely and effective response to an emergency and a better understanding of how each CIMS function can contribute to it.



**I have attended this Exercise.**

### Exercise 2

2 hours

## Exercise 2

Exercise 2 will provide each CIMS function with the opportunity to apply the processes and procedures developed in the preceding months. The exercise will see each of the functions bringing the work they have completed in previous training back to the wider group. Each function will explain how they progressed with their respective sub-tasks which will support the successful completion of the EOC/ECC's primary task. By the end of this session, you should have a good understanding of how the CIMS planning process can be used to support the successful planning and execution of a task.



I have attended this Exercise.

### Exercise 3

4 hours

## Exercise 3

Exercise 3 is a four-hour annual exercise and marks the culmination of the training year.

This is a dynamic exercise run at a realistic pace, allowing you to apply everything you have learnt.



I have attended this Exercise.

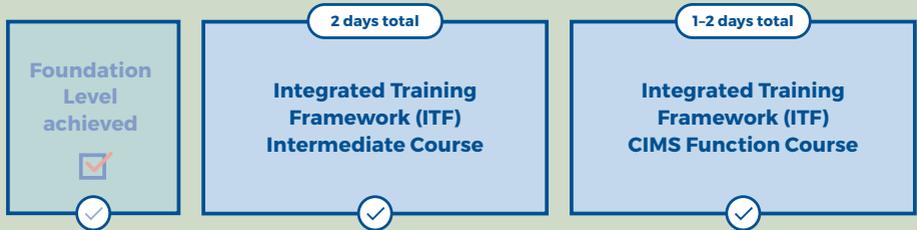


Attend a minimum of two Exercises annually to maintain your level in the Professional Development Pathway.

Key:

 One-off training

 Annual training

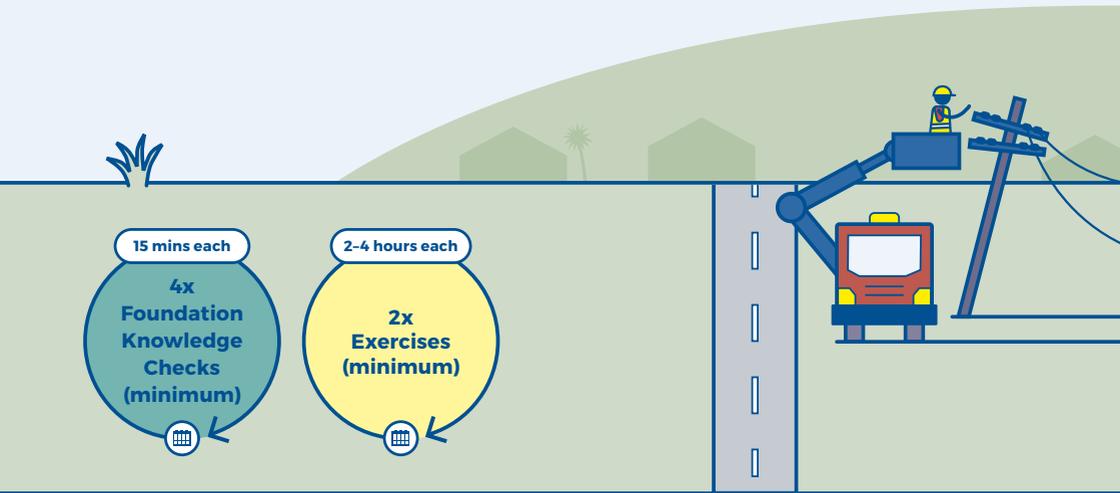


# Intermediate Level

Can work unsupervised in an Emergency Operations Centre (EOC) or Emergency Coordination Centre (ECC)

 24 hours one-off time

 5 hours annual time



**To achieve the Intermediate Level, you need to complete the following one-off and annual training:**

- Attend the ITF Intermediate Course
- Attend an ITF CIMS Function Course
- Complete a minimum of four online Foundation Knowledge Checks annually
- Attend a minimum of two Exercises annually

**I have achieved the Intermediate Level.**

**Once you have achieved the Intermediate Level, you maintain it by completing the following annual training:**

- Complete a minimum of four online Foundation Knowledge Checks annually
- Attend a minimum of two Exercises annually

# Integrated Training Framework (ITF) courses

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## ITF Intermediate Course

2 days total



A two-day interactive classroom-based training course which introduces participants to how CIMS is used within an EOC/ECC and some of the processes and procedures involved.

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**Audience:** This is for EOC/ECC staff who are looking to achieve the Intermediate Level. You must have passed the ITF Foundation Course prior to attending.

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**One-off training:** You only need to attend this course once.

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**How to book:** Register your interest with your local contact for emergency management training – there are a limited number of spaces per course.

---

I have completed this course.

1-2 days total

## ITF CIMS Function Course



One or two-day classroom-based training courses which are tailored to specific CIMS functions.

These courses focus on relevant practical exercises and scenarios for each CIMS function.

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**Audience:** This is for EOC/ECC staff who are looking to achieve the Intermediate Level. You must have passed the ITF Foundation Course and two-day ITF Intermediate Course prior to attending.

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**One-off training:** You only need to attend the course once. You may attend courses for different CIMS functions.

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**How to book:** Register by getting in touch with your local contact for emergency management training. You can find their details in the front of this guide.

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**I have completed the course for my CIMS function.**

You may wish to attend a course for a different CIMS function.

Key:

 One-off training

 Annual training



# Advanced Level

Can supervise others in an Emergency Operations Centre (EOC) or Emergency Coordination Centre (ECC).

 0 hours one-off time

 9 hours annual time

2-4 hours each

2x exercises  
(minimum) as  
CIMS Function  
Manager or  
Controller



**To achieve and maintain the Advanced Level, you need to complete the following annual training:**



Attend a minimum of two Incident Management Team (IMT) Modules annually



Attend a minimum of two Exercises as a CIMS Function Manager or Controller annually



Complete a minimum of four online Foundation Knowledge Checks annually



**I have achieved the Advanced Level.**

**Once you have achieved the Advanced Level, you maintain it by completing the annual training above.**

# Incident Management Team (IMT) Modules

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2 hours each



IMT Modules are for those who have already attended the Foundation Modules and are looking to progress to the Advanced Level where you can supervise others in the EOC/ECC.

IMT Module 1: **Initial understanding and mobilisation**

IMT Module 2: **Action planning process**

IMT Module 3: **Response plans and case studies**

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**Audience:** These are for EOC/ECC staff who wish to progress to the Advanced Level.

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**Annual training:** Staff at the Advanced Level must attend at least two IMT Modules annually.

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**How to book:** An invitation will be sent through your council booking system to staff who meet the criteria. Talk to your local contact for emergency management training if you are interested in attending.

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IMT Module 1

## Initial understanding and mobilisation

2 hours

This module will focus on the skills and knowledge needed to provide leadership and direction in a coordination centre during the initial understanding and mobilisation process.

This module will cover:

- the basics of setting up and managing a CIMS function
- participating in IMT meetings
- stakeholder/community engagement, and;
- supporting the development of response objectives.

I have attended this module.

IMT Module 2

## Action planning process

2 hours

This module will focus on the skills and knowledge needed to provide leadership and direction in a coordination centre during the Action Planning Process.

This module will cover:

- the basics of the ongoing management of a CIMS function
- implementing the action plan and monitoring progress
- decision making, prioritisation and escalation
- keeping the respective response elements informed of the decisions and action plan.

I have attended this module.

### IMT Module 3

## Response plans and case studies

2 hours

This module will focus on key plans, including the Wellington Region Earthquake Plan (WREP), Local Earthquake Response Plans and Tsunami Response Plans.

Case studies from past emergencies will be used to identify lessons that can be applied to emergencies in our region in the future.

This module will provide a greater awareness of the emergency response plans that exist in our region, as well as a broader knowledge of the key learnings from previous emergencies in New Zealand.



**I have attended this module.**



Attend a minimum of two IMT Modules annually to maintain your level in the Professional Development Pathway.

# Controllers Huddles

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6.5 hours each



Controllers Huddles provide an opportunity for our region's emergency management Controllers, Response Managers and selected CIMS Function Managers to get together to develop relationships and focus on the specific skills, knowledge and experience needed to lead in a response.

Using a workshop-style approach, the Controllers Huddles aim to leverage the knowledge and experience of everyone who attends by looking at case studies and after-action reviews as well as working on processes and procedures.

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**Audience:** Controllers Huddles are open to Controllers, Response Managers and experienced CIMS Function Managers at the Advanced Level who may be looking to progress into the role of Controller in the future.

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**How to book:** Register your interest with your local contact for emergency management training – you can find their details in the front of this guide.

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At the time of publication, a Professional Development Pathway for Controllers is under development.



# Glossary

<b>Civil Defence Emergency Management (CDEM)</b>	The application of knowledge, measures and practices that are necessary or desirable for the safety of the public or property and are designed to guard against, prevent, reduce or overcome hazards, harm or loss associated with an emergency.
<b>Coordinated Incident Management System (CIMS)</b>	The system used by New Zealand emergency management agencies to systematically manage emergencies of any scale or complexity.
<b>Emergency</b>	A situation that causes or may cause loss of life, injury, illness, distress, or endangers the safety of the public and property that cannot be dealt with by the emergency services or requires a significant and coordinated response under the CDEM Act 2002.
<b>Emergency Coordination Centre (ECC)</b>	A coordination centre that operates at the CDEM Group or regional level to coordinate and support one or more local EOC (see below).
<b>Emergency Management Office (EMO)</b>	An office of CDEM personnel responsible for leading and coordinating reduction, readiness, response and recovery activities at the Group or regional level (e.g. Wellington Region Emergency Management Office - WREMO).
<b>Emergency Operations Centre (EOC)</b>	A coordination centre that operates at a local level to manage a response.
<b>Incident Management Team (IMT)</b>	A group of incident management personnel that support the Controller. It includes the Controller and the managers of the Planning, Intelligence, Operations, Logistics, PIM and Welfare functions. It could also include a Response Manager, Recovery Manager, Risk and Legal Advisors, and Technical and Science Advisors.



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