

# Response + Recovery

Leadership Capability

Programme Overview 2019



**MATATŪ MATAORA AOTEAROA  
RESPONSE & RECOVERY AOTEAROA NEW ZEALAND**

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DEVELOPING RESPONSE & RECOVERY CAPABILITIES

# Background

Recent reviews of responses to and recovery from a wide range of emergency situations in New Zealand and abroad have identified the need to ensure that those in leadership roles in response and recovery have the knowledge, skills and capabilities necessary to carry out their roles effectively in all contexts.

The Response & Recovery Leadership Capability Development Programme has been established to meet the intermediate and advanced professional development needs of individuals appointed to Controller, Response Manager and Recovery Manager roles at all levels of incident or emergency response or recovery above small-scale, site-specific incidents.

The programme builds on capabilities developed in training within the New Zealand Coordinated Incident Management System (CIMS) suite of standards, operational leadership training within organisations, and experience gained from actual response and recovery contexts.

# The Programme

The programme has been developed within Aotearoa New Zealand's 'all-hazards, all-agencies' National Security Framework, with the intention of bringing response and recovery leaders together in an increasingly professionalised community of practice, adding depth and breadth to their capabilities.

The development programme is provided by Matatū Mataora Aotearoa - Response & Recovery Aotearoa New Zealand (RRANZ) a professional development consortium of universities, iwi, private training providers, and subject matter experts in response and recovery leadership. The consortium is led by Massey University in strategic partnership with the Department of the Prime Minister and Cabinet.

Learning outcomes for the programme are informed by the RRANZ Response & Recovery Leadership Capability Framework that will be refined parallel to the courses in 2019.

The programme has two essential components:

- Intermediate, which is intended to build common capabilities for response and recovery.
- Advanced, which develops response and recovery leadership capabilities further with more specialization for the separate response and recovery leadership roles.

Each course commences with a part-time on-line learning phase hosted in takatū, the free learning portal for emergency management in New Zealand. The online learning leads into a week-long face-to-face active learning experience. Master classes will be provided in future years to enable 'response and recovery' leaders to maintain and continually develop their capabilities.

# Response and Recovery Leadership Development Programme Outline

## Advanced - Strategic Focus

Online	Day 1 Leading Change	Day 2 Sense-Making, Decisions, Media	Day 3 Applied Readiness + Operational Leadership	Day 4 Applied Leadership	Day 5 Self
Adaptive Leadership in Teams of Teams	National Security Landscape – Looking over the strategic horizon	Sense-Making in Complex Emergencies	Leading Pro-active All-Hazards Response + Recovery Activation	Leading Across Boundaries: • Agencies • Social/Cultural • Built • Economic • Natural Environment	Leading in Preparation For + Within Post-Activation Response + Recovery Reviews + Enquiries
Recognition Primed Decision-Making	Enhancing System Performance	High-Stakes Decision-Making	Leading All-Agency		
Analytical Decision-Making	Leading Ethically with Courage in Response + Recovery	Leading in the Political Interface	Strategic Iwi Response + Recovery Leadership: Case Study	Building-In Resilience in Response + Recovery	Enhancing People Performance
Leading Strategically	Enhancing Team Performance – Teams of Teams	Social-Media in Response + Recovery	Exercise 3 Activation to Strategy	Exercise 4 Transition from Response to Recovery	Developing Talent
Building-In Resilience	Leading Strategically: Case Study	Advanced Media-Relations			Enhancing Organisational Performance
Shared Situational Awareness	Exercise 1 Ethical Challenges	Exercise 2 Mock Interviews			Self-Development Planning

# Response and Recovery Leadership Development Programme Outline

## Intermediate - Operational Focus

Online	Day 1 Context + Relationships	Day 2 Management Tools	Day 3 Leading Out + Up	Day 4 Community at the Centre	Day 5 Self
A Rapidly Changing World	Values and purpose of the programme	CIMS: Refresher + New Content	Leading at the Political Interface: Incident/Local/Regional	Psychosocial Dynamics of Emergencies • 4 Well Beings	Self: • Curiosity • Honesty + Courage • Self-Awareness • Agility • Resilience
Leadership Concepts + Capabilities	Understanding the social, built, economic, and natural environment risk-scape	Leading with Influence	Ethical Basis for Response + Recovery Leadership	Nature of Disasters Disasters as Non-Routine Social Problems	
Social Capital and the Community	Iwi Response + Recovery: Local Case Study – Takahanga Marae Kaikoura	Achieving Through Others	Controllers + Recovery Managers as agents of change: All-hazards, all-agencies, community-focused capabilities	Facilitating Community Involvement in Response + Recovery: Informing + Empowering	Exercise 5 Capstone
Maori World View of Hazards, Resilience, Response + Recovery		Managing Work Priorities			
Governance & Political Layers	Leading Ambitiously: Case Study	Decision-Making Under Pressure	Legislative + Regulatory Basis for Response + Recovery (All-Agencies)	Working with Media in Response + Recovery	
Managing Self	Exercise 1 Infrastructure Failure	Exercise 2 Cyber Incident	Exercise 3 Human Disease Pandemic	Exercise 4 Tsunami	

# Programme Pre-Requisites

Pre-requisites for entry to the Response and Recovery Leadership Capability Development Programme:

- Current CIMS 4 unit standard or higher qualification (or equivalent). A solid understanding of CIMS. This can be demonstrated by holding CIMS unit standards (level 4 or higher) or equivalent (e.g. ITF Intermediate course)
- Relevant experience in emergency response or recovery, or other leadership roles.
- Working knowledge of the respective response or recovery management processes of employing organisation.
- Employer endorsement

# Assessment

Participants will be assessed throughout both the on-line and in-person components of the programme, with an emphasis on assessing the capability of candidates to perform in their respective response or recovery leadership roles.

# Recognition of Current Capability (RCC)

Individuals with extensive response or recovery leadership experience will be able to apply to have their current capability assessed against the learning outcomes of the Programme. Applicants will be required to make a submission which will be assessed in the same manner as those who go through the full programme.

Applicants for RCC will be deemed "Learning outcome achieved" or "Learning outcome not yet/partially achieved" - development required", with recommendations for additional capability development which may include attendance of all or parts of the Response and Recovery Leadership Capability Development Programme.

# Programme Evaluation

This programme will be evaluated on a regular basis, encompassing feedback on the programme itself and the changing needs in response and recovery management.

# Enrolment

Enrolment for the programme is being managed by the Department of the Prime Minister and Cabinet.

All programme enrolment inquiries should be directed to: [responserecoverycapability@dpmc.govt.nz](mailto:responserecoverycapability@dpmc.govt.nz)

## Programme Fees

The fee for each of the Tier One and Tier Two components of the 2019 programme is \$4,945 incl GST per participant.

This fee does not include accommodation or travel costs, which are to be met by the participants.

An administration fee will be charged for applications for Recognition of Current Capability (RCC).

## Programme Partners

- Auckland University of Technology
- Brendan Morris Consulting Ltd, Hamilton
- Crisis Management Australia
- GNS Science
- Massey University
- McNaughton & Wills Ltd
- Resilient Organisations Ltd
- Skills Organisation NZ
- Te Rūnanga o Ngāi Tahu
- The Learning Organisation, Tasmania
- University of Canterbury

## Inquiries

General inquiries about the programme should be directed to:

Email: [info@rranz.org.nz](mailto:info@rranz.org.nz)  
Phone: (04) 979 3613  
Cell: 027 208 0375

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