Emergency Management Sector Deployments

Director's Guideline for Civil Defence Emergency Management Groups [DGL 25/24]

CIVIL DEFENCE

Resilient New Zealand
Aotearoa Manahau

New Zealand Government

Authority
This guideline has been issued by the Director of Civil Defence Emergency Management pursuant to s9(3) of the Civil Defence Emergency Management (CDEM) Act 2002. It provides assistance to CDEM Groups in deploying staff to support response and recovery activities.

Cover images
Image courtesy Darryl McCurdy; Nelson Tasman Group Emergency Coordination Centre during Pigeon Valley Fire 2019.

Foreword

During emergency events, responding agencies may be overwhelmed by the scale or complexity of the event and the amount of resourcing required to respond to community needs. In parallel to an emergency response, council services and activities still need to be resourced and continue to operate. Some Civil Defence Emergency Management (CDEM) Groups have a small population base but have a high-risk profile and may struggle to meet the demand of a response.

Surge support and the national coordination of deployments are critical mechanisms for providing proactive support to CDEM Groups, councils and partner agencies.

The Partnership Charter (2022) between CDEM Groups and the National Emergency Management Agency (NEMA) provided direction on identified improvements to be made to staff deployment and wellbeing. Part of this was prioritising the health, wellbeing and fatigue management of deployed staff and providing pre, during and post deployment support mechanisms.

This guideline aims to provide a consistent approach for deployments within the CDEM sector during response and recovery. It provides best practice guidance around deployments taking into account the health, wellbeing, and fatigue management of deployed staff.

Input into the drafting of the document was provided by the Emergency Management Leadership Group (EMLG) and a Sector Working Group of selected subject matter experts in Logistics and Operations with expertise in deployments.

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Director of Civil Defence Emergency Management

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Section 1 Introduction

Depending on the scale and impact of an emergency event, responding agencies, Civil Defence Emergency Management Groups (CDEM) and local and regional councils may not have sufficient personnel to provide an effective response and recovery for their communities.

During these situations, councils, central government agencies and organisations throughout New Zealand may be requested to assist by deploying staff to support response and recovery activities within the responding agencies' affected area, the National Coordination Centre (NCC) or National Crisis Management Centre (NCMC). These are called Sector Deployments.

Deployments to other local authorities, CDEM Groups, agencies, or the NCC/NCMC during a response, allow deployed staff to gain valuable experience and help to increase their individual capability. It also allows staff to develop relationships with their peers in different organisations, which may be invaluable in subsequent responses.

There is a need to look after the wellbeing and manage fatigue of staff that deploy in line with legislated responsibilities. There have been many lessons learnt in recent years from responses to medium to large events. The guide incorporates those lessons and enables a consistent deployment approach to the sector.

A process map summarising the Sector Deployments process is contained in Appendix A Sector Deployments Process Map.

1.1 About this guideline

The purpose of this guideline is to provide a consistent approach to the deployment of CDEM Sector Surge staff from local and regional councils, NEMA, and other agencies to CDEM coordination centres. It provides best practice guidance around deployments, taking into account the health, wellbeing, and fatigue management of deployed staff.

It covers the key processes and requirements for Sector Deployments throughout Readiness, Response, and Recovery. It describes the Sector Deployment Principles, the Deployment Cycle, and provides a standard operating model that the CDEM Sector can refer to.

It does not supersede existing CDEM Group-to-Group or Inter-Group arrangements that have been previously agreed upon.

The guideline is technologically agnostic – therefore it does not specifically cover technology used to assist with Sector Deployments. This is due to the rapid advancement of technology and future updates and changes necessary to advance the trackability of staff undergoing Sector Deployments.

The intended audience of this guideline are CDEM Groups, local authorities, NEMA, and partner agencies. CDEM Groups and other agencies should use this guidance when deploying staff to impacted areas to help achieve an efficient and effective response and recovery, and to ensure that the Deployee's wellbeing and fatigue management is prioritised.

Specific CIMS functions for this Guideline are the Logistics and Operations functions, Controllers and Response Managers.

This Guideline provides best practice guidance around deployments that can be applied by other agencies where relevant.

The following deployable elements have their own standard operating procedures (SOPs), but should apply the principles and requirements provided in this guideline where relevant:

- NEMA Regional Emergency Management Advisors (REMAs)

- Emergency Management Assistance Team (EMAT)

- New Zealand Response Teams (NZRTs)

- Other NEMA deployable elements

Structure

This guideline has the following main sections:

- Section 1 *Introduction* – an introduction to this guideline, including a clarification of the key terms used.

- Section 2 *Sector Deployment* – describes the principles that form the basis for this guideline.

- Section 3 *Deployment Cycle* – outlines the lifecycle of a deployment.

- Section 4 *Readiness for Deployment* – describes the actions that should be undertaken by home agencies during business-as-usual to support future deployments.

- Section 5 *Pre-deployment* – describes the request process and actions that should be undertaken before a deployment by the requesting agency, home agency, and Deployees.

- Section 6 *Readiness for Deployment* – describes considerations and actions that should be undertaken during a deployment by the requesting agency, home agency, and Deployees.

- Section 7 *Post Deployment* – describes actions that should be undertaken at the time of deployment and leave and salary considerations.

- Section 8 *Appendices* – information and templates to support the practical application of this guideline.

Use of icons

The following icons are used in this guideline:

 Indicates a template is provided in the appendices

 Indicates more information is available in another document or website

Relationship to other publications

The guide should be read in conjunction with the following publications:

Coordinated Incident Management System (CIMS) 3rd Edition

Logistics in CDEM Director's Guideline for Civil Defence Emergency Management Groups [DGL17/15]

Key terms

CDEM

In this document, **Civil Defence Emergency Management (CDEM)** has the same meaning as in the *CDEM Act 2002*:

> **4   Interpretation…**
>
> **civil defence emergency management**—
>
>   (a) means the application of knowledge, measures, and practices that—
>
>   (i)   are necessary or desirable for the safety of the public or property; and
>
>   (ii) are designed to guard against, prevent, reduce, or overcome any hazard or harm or loss that may be associated with any emergency; and
>
>   (b) includes, without limitation, the planning, organisation, co-ordination, and implementation of those measures, knowledge, and practices.

A full description of CDEM (including a full glossary of terms and abbreviations) is provided in the *Guide to the National CDEM Plan*, available at www.civildefence.govt.nz by searching the document name.

Emergency

In this document, **emergency** has the same meaning as in the *CDEM Act 2002*:

> **4 Interpretation…**
>
> **emergency** means a situation that—
>
> (a) is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and
>
> (b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
>
> (c) cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under this Act.

Note: This definition is different from the one used in the Coordinated Incident Management System (CIMS). CIMS is not based on the *CDEM Act 2002*, and a modified definition is required for other agencies using CIMS, particularly emergency services.

Incident

An incident is an occurrence that needs a response from one or more agencies. It may or may not be an emergency.

Business as usual

Business as usual (BAU) refers to structures, practices, and procedures that apply when there is no emergency response, i.e., during normal conditions.

The 4Rs

The 4Rs of emergency management are reduction, readiness, response, and recovery.

Reduction means identifying and analysing long-term risks to human life and property from natural or non-natural hazards, taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.

Readiness means developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public and specific programmes for emergency services, lifeline utilities, and other agencies.

Response means actions taken immediately before, during, or directly after an emergency to save lives and property, and to help communities recover.

Recovery means the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

CDEM organisation	**A CDEM organisation** is any part of a CDEM Group or local authority that has responsibilities in CDEM.
Agencies	**Agencies** are government agencies (including public service departments, non-public service departments, Crown entities, and Offices of Parliament), non-governmental organisations, local government bodies, emergency services, and lifeline utilities.
Lead agency	The **lead agency** means the agency with the primary mandate for managing the response to an emergency.
Support agency	A **support agency** is any agency that assists the lead agency by providing services, resources, information, or otherwise contributing to the response or recovery.
CIMS 3rd Edition	Coordinated Incident Management System 3rd Edition (2019) is the primary reference for incident management in New Zealand. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies for all emergencies regardless of size, hazard or complexity.
Direct costs	Cost that are not directly associated with an event i.e., salary and allowances.
Deployable element	Individuals and Teams from made from Sector Surge, RRT, REMA's, EMAT, and NZRT.
Deployee	A council, home agency staff member or volunteer that has deployed to a Requesting Agency in support of an event.
Hazard identification	The process of finding, listing, and characterising hazards.
Home agency	Refers to the Deployee's council, agency, or organisation that deploy their staff to a Requesting Agencies' coordination centre (CC) in support of an event.
Indirect costs	Costs associated with the event and costed to the Requesting Agency i.e., travel and accommodation.
Managed volunteers	Volunteers that are not spontaneous and have been tasked by CC.
Requesting agency	The affected council that is requesting personnel/material support at a local, regional, and national level.
Risk analysis	A process for comprehending the nature of hazards and determining the level of risk.
Risk assessment	The overall process of hazard identification, risk analysis, and risk evaluation.
Risk control	Actions implementing risk evaluation decisions.

Risk evaluation	The process of comparing an estimated risk against given risk criteria to determine the significance of the risk.

Terms used in local government

Territorial authority	A **territorial authority (TA)** is a city council, or a district council named in Part 2 of Schedule 2 of the Local Government Act 2002.
Regional council	A **regional council** is a region-based council named in Part 1 of Schedule 2 of the Local Government Act 2002.
Unitary authority	A **unitary authority** is a territorial authority that has the responsibilities, duties, and powers of a territorial authority along with those of a regional council conferred on it.
Local authority	A **local authority** means a regional council or territorial authority.

CDEM response facilities

Coordination centre or CC	A **coordination centre or CC** is the location from which a Controller and Incident Management Team (IMT) manages a response. There are four types of coordination centre: • Incident Control Points (ICPs) operate at an incident level • Emergency Operations Centres (EOCs) operate at a local level • Emergency Coordination Centres (ECCs) operate at a CDEM Group level, and • National Coordination Centres (NCCs) operate at the national level.
NCMC	The **NCMC (National Crisis Management Centre)** is a secure, all-of-government coordination centre used by agencies to monitor, support, or manage a response at the national level. It is an example of a National Coordination Centre (NCC). NEMA is responsible for maintaining the NCMC in a state of readiness and will act as the lead agency for CDEM-led responses.
NCC	An **NCC (National Coordination Centre)** is a coordination centre that operates at the national level to manage a response.
ECC	An **ECC (Emergency Coordination Centre)** is a coordination centre that operates at the CDEM Group level to coordinate and support one or more activated EOCs.
EOC	An **EOC (Emergency Operations Centre)** is a coordination centre that operates at a local level to manage a response.
ICP	An **ICP (Incident Control Point)** is a coordination centre that operates at the incident level to manage a response.

CDEM roles

Director of CDEM (the Director)

The **Director of CDEM (the Director)** has functions and powers under sections 8 and 9 of the CDEM Act 2002, and reports to the Minister for Emergency Management and Recovery. The Director has the role of National Controller during a state of national emergency, unless they choose to delegate this role.

The functions and powers of the Director are described in Sections 8 and 9 of the *CDEM Act 2002*.

Group Manager

The **Group Manager** is the person who manages the CDEM Group.

REMAs

Regional Emergency Management Advisors (REMAs) are NEMA personnel, based at NEMA's regional offices in Auckland, Wellington, and Christchurch. They are responsible for providing advice and support to the CDEM Groups in their geographic area.

Controller

The **Controller** is the person in charge of an emergency, or an aspect of it. The level of their control is given by the name – National Controller (usually based at the NCMC), Group Controller (usually based at an ECC), and Local Controller (usually based at an EOC).

The functions and powers of the Director under section 8(2)(h) and 9(2)(a) maybe delegated to any person, who becomes the National Controller as outlined in Sections 10 and 11 of the *CDEM Act 2002*.

The appointment and functions of Group and Local Controllers are described in Sections 26 to 28A of the *CDEM Act 2002*.

Logistics Manager

During readiness, the **Logistics Manager** prepares information on and arrangements for logistics resources and processes, for use in response and recovery. In smaller CDEM Groups that do not have a full time Logistics Manager, this role may be performed by a member of the emergency management team.

The Logistics Manager during response and recovery is the person responsible for managing the Logistics function at the Coordination Centre (CC).

1.2 About CDEM

This is a brief overview, intended for people who have not been involved in CDEM before. More information is available in the *Guide to the National CDEM Plan,* available at www.civildefence.govt.nz by searching for the document name.

NEMA
The National Emergency Management Agency (NEMA) is the Government lead for emergency management. We help build a safe and resilient Aotearoa New Zealand by empowering communities before, during and after emergencies.

Emergencies can have consequences for people, communities, property, infrastructure, the economy, and environment. NEMA works with central and local government, communities, iwi, and business to make sure responses to and recoveries from emergencies are effective and integrated.

Depending on the emergency, NEMA leads or supports the response and recovery. NEMA's key functions are steward, operator, and assurer of the emergency management system.

As steward; we work with partners to ensure the system has shared goals and priorities, has the capabilities required, and can adapt when needed

As operator; we lead, coordinate and support partners and communities before, during and after emergencies.

As assurer; we monitor the system's performance and make improvements that reflect a growing knowledge of emergency management hazards and risks.

CDEM Group
In this guideline, **CDEM Group** refers to the local authorities that unite to establish a CDEM Group pursuant to section 12 of the CDEM Act 2002.

CDEM groups of unitary authorities aside, each local authority must appoint 1 and only 1 member, who must be the Mayor or Chairperson of that local authority, or an elected person acting under the delegation of their Mayor or Chairperson.

There are 16 CDEM Groups in New Zealand. Each is responsible for CDEM in its area, including:

- identifying and managing hazards and risks
- providing the organisational structure and resources necessary (including suitably trained personnel) for the effective delivery of CDEM
- undertaking CDEM readiness activities, including raising public awareness about CDEM and preparing a CDEM Group Plan
- coordinating or undertaking CDEM response and recovery activities, and
- providing support and assistance to other CDEM Groups, if required.

Business as usual structure

Business as usual CDEM structure

The general structure of a CDEM Group is shown in Figure 1 below. Variations to this structure are discussed below.

The functions and powers of the Director are described in Sections 8 and 9 of the *CDEM Act 2002*.
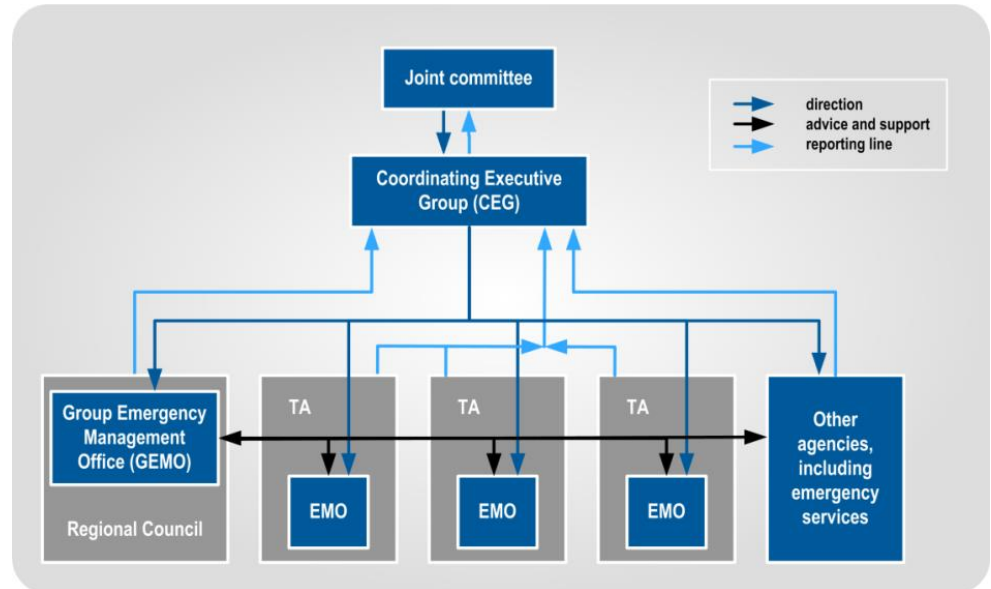
Figure 1 CDEM structure for business as usual

CEG

The **Coordinating Executive Group (CEG)** is part of a CDEM Group's structure. It is established under Section 20 of the CDEM Act 2002 and is made up of chief executives (or their delegates) of the local authorities, senior member of Police, Fire and Emergency New Zealand, health and disability provider and other co-opt persons (for example, ambulance provider, iwi etc).

Variations in CDEM Group

CDEM structures vary significantly in the different Groups. The CDEM Group Plan will show their particular structure. The main variations in structures are:

- GEMO with no local EMO(s) (includes unitary authorities)
- all or some of the EMOs reporting through the GEMO, rather than through the territorial authorities
- pooling territorial resources to jointly provide all CDEM functions in the CDEM Group's region
- grouping EMOs under area offices over several local councils, and
- the CDEM Group contracting out provision of CDEM to a third party, who report directly to the CEG

CDEM response structure

CDEM response structure

The structure of a national emergency response is shown in Figure 2 below:
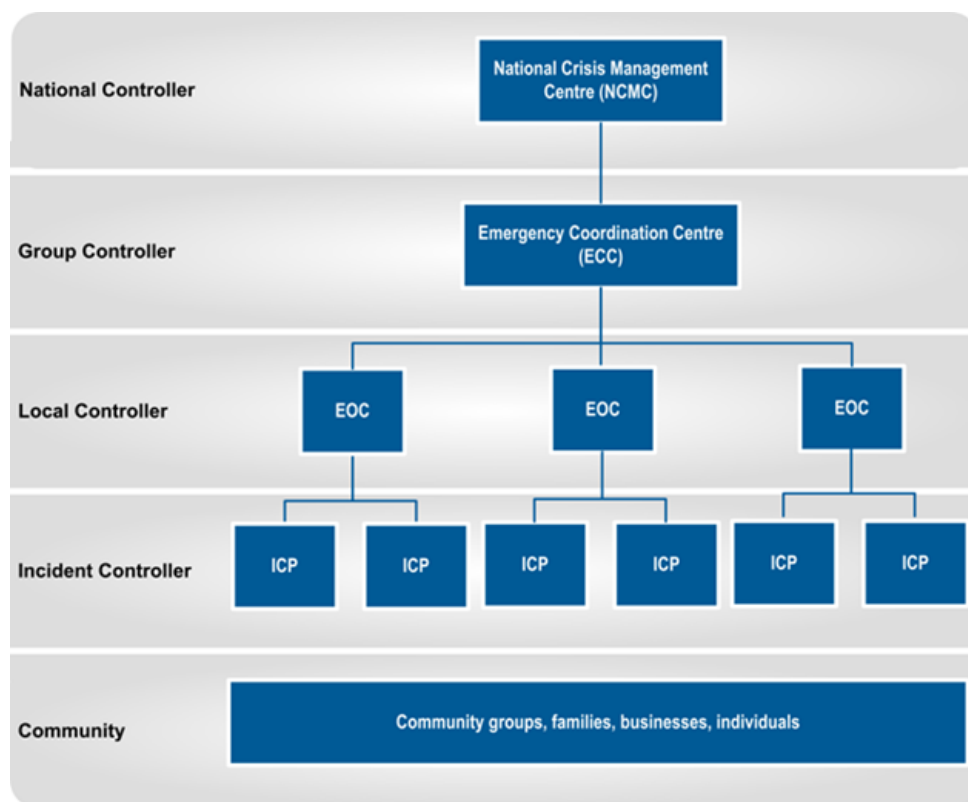
Figure 2 CDEM structure during response

NCMC, Group ECCs, local EOCs and ICPs (at national, CDEM Group, local and incident level respectively) are structured according to CIMS.

Key CDEM documents

CDEM Act 2002

The **Civil Defence Emergency Management Act 2002 (*CDEM Act 2002*)** provides the legislative framework for CDEM in New Zealand across the 4Rs (Reduction, Readiness, Response and Recovery). It describes the functions and responsibilities of the Director, as well as those of government departments, local authorities, emergency services, and lifeline utilities.

The *CDEM Act 2002* sets the requirement for CDEM Groups, and defines their statutory functions, duties, and responsibilities. It also provides for an authorised member of the CDEM Group, mayors, or the Minister for Emergency Management and Recovery to declare a state of local emergency (the Minister may also declare a state of national emergency) and defines the powers that CDEM Groups and Controllers may exercise during a state of emergency.

The *CDEM Act 2002* requires there to be a *National CDEM Strategy* and a *National CDEM Plan* and enables the Director to issue Director's Guidelines.

The National CDEM Strategy

The **National CDEM Strategy** describes the intentions of the Crown regarding CDEM provisions. It outlines the vision, values, principles, and goals for CDEM, and is reviewed every ten years.

National CDEM Plan	The **National CDEM Plan** is a regulation that sets out the roles and responsibilities of all agencies involved in reducing risks from hazards, and preparing for, responding to, and recovering from emergencies.
The Guide to the National CDEM Plan	The **Guide to the National CDEM Plan** explains the *National CDEM Plan* in detail.
CDEM Group Plan	Each CDEM Group is required under the *CDEM Act 2002* to have a **CDEM Group Plan,** which is regularly reviewed. The CDEM Group Plan sets the strategic direction for the CDEM Group. It describes and prioritises the hazards and risks particular to the CDEM Group's area and provides objectives and a framework for activities across the 4Rs.
Director's Guidelines	**Director's Guidelines** are documents developed by NEMA, to provide guidance to CDEM Groups and other agencies regarding CDEM. They are issued by the Director under the *CDEM Act 2002*.

Section 2 Sector Deployment

Sector deployments must be closely coordinated to ensure that personnel resources are prioritised appropriately. While many events may impact only one or two councils, it is not unusual for a severe weather event to impact multiple CDEM Groups and support agencies areas of operation.

The effective coordination of Sector Deployment is necessary to ensure appropriate resourcing of Coordination Centre (CCs), while also managing the impact on personnel and supporting agencies.

Under the Partnership Charter (2022) between CDEM Group and NEMA, CDEM Group Managers in the National Emergency Management Development Group (NEMDG) and NEMA agreed on the below Sector Deployment Principles to enable overall guidance on Sector Deployments.

Sector Deployment principles are the basis of an operating model, this guideline is built from them.

2.1 Principles

Principle 1
Sector Deployments are supported and are beneficial to affected regions and New Zealand. They provide additional Coordination Centre (CC) capacity and capability beyond what the Requesting Agency can locally source. Sector Deployments also provide operational experience to Deployees which provides greater depth to the CDEM sector.

Principle 2
The emergency management sector will endeavour to resource Sector Deployment requests for assistance on a proactive "no regrets" basis.

Principle 3
The Requesting Agency is responsible for indirect costs. These include:

- Travel
- Accommodation and meals
- Sundry expenses such as laundry, parking, meals during travel, and incidentals or per-diems
- Where authorised, costs may be incurred on behalf of the Requesting Agency and subsequently invoiced i.e., centralised travel or accommodation bookings.

The Home Agency is responsible for direct costs. These include:

- Salary and deductions such as income tax (PAYE), ACC, and Kiwi Saver
- Allowances such as response payments agreed within the agency, but not Indirect Costs incurred such as meals during travel
- Over time, Time off in lieu (TOIL), accrued leave (subject to the Deployee's individual employment agreement)

Principle 4	The requirement for CC staffing should be identified by the Requesting Agency, against an operating model for the CC and the event it is managing. The Requesting Agency has a responsibility to be prudent and efficient with requests for personnel resourcing. Home Agencies will endeavour to meet personnel resourcing requests (as per Principle 1 and 2).
Principle 5	The Requesting Agency must have activated and staffed their CC(s), when requesting assistance from other Agencies. This does not prevent the Requesting Agency allocating staff to BAU functions, business continuity functions or honouring existing staff leave, and recognises that some staff may not be available due to the impacts of the emergency.
Principle 6	In general, and in preferred order, CC staffing should be drawn from:

- The Requesting Agency's staff, contractors, or other pre-identified personnel (such as private companies that may have large numbers of CIMS trained staff locally and whose operations are suspended due to the impact of the emergency e.g., a private mining company).
- Inter-regional mutual aid arrangements where available, such as the C10 Arrangement in Canterbury.
- Local Support Agencies, including emergency services. This is in addition to agency liaison officers or staff supporting a unified response.
- Nationally across the emergency management sector, including the EMAT cadre.

Principle 7	Deployed personnel should be willing to be deployed, supported by their Home Agency, and be suitably qualified and experienced for their assigned role. Deployed personnel must be used in roles commensurate with their knowledge, skills, and experience. Home Agencies are encouraged to enable personnel to develop and maintain primary and secondary CIMS function roles.
Principle 8	Response capacity and capability, as well as demand, vary across the country. Some communities are more vulnerable and have greater exposure to hazards than others, especially severe weather, and flooding. All potential Requesting Agencies are expected to develop and enhance their personnel capacity and capability; however, some agencies may be more likely to request Sector Deployment support than others (as per Principle 1 and 2).
Principle 9	Widespread emergencies may introduce competing resource demands across CCs within a region or across multiple regions. Within a region, the CDEM Group ECC should coordinate respective personnel requests from local EOCs. Emergencies affecting more than one region require personnel requests to be coordinated by respective ECCs working with the NEMA NCC or NCMC.

Principle 10   Co-ordination of Resource Requests for personnel should occur at the lowest possible level.

Within a CIMS based response this should occur in the relevant CCs Logistics Personnel sub-function. As per CIMS they should secure and manage human resources for the co-ordination including rostering, registering, inducting, and training

See Logistics in CDEM DGL 17/15 2.1

Principle 11   Home Agencies should have procedures in place that support Deployees, keeping them connected to their Home Agency. This may be via the Operations - Field Staff Management sub-function if activated, or another designated point of contact if not, such as a Duty Officer.

Principle 12   The Requesting and Home Agencies are both considered PCBUs under the Health and Safety at Work Act 2015 and should consult each other on respective risk management for a specific event prior to deploying staff.

Note: both the Requesting and Home Agencies need to be fully familiar with their obligations under the Health and Safety at Work Act 2015 and this DGL should not be relied on as a source of legal advice as to the Act's obligations.

Section 3 Deployment Cycle

This section provides a description of the deployment cycle, extension of deployment, and re-deployment.
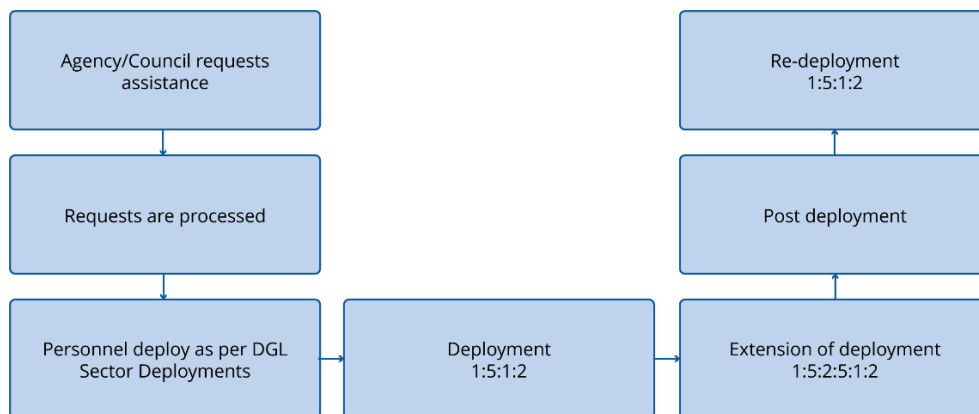
Figure 3 Deployment cycle

3.1 Deployment Cycle

The deployment cycle is designed to balance the Controller's objectives and needs of the Requesting Agency and the Deployee. A sector deployment should be rewarding, it should add to the individual's operational experience, have a meaningful result, and make a difference to the affected region.

The deployment cycle is endorsed by the CDEM Group Managers and NEMA as best practice for the sector, providing guidance that CDEM Groups need to adhere to where possible. Agencies should attempt to adhere to this cycle when deploying staff to CDEM led events.

Most importantly, the deployment cycle is designed to prioritise the Deployee's health and wellbeing and is a tool for fatigue management in line with the Health and Safety at Work Act 2015.

The deployment cycle consists of the following ratio: **1:5:1:2**

- 1 day to travel to the event location
- 5 days operating inside the CC
- 1 day travel to home destination
- 2 days stand down, managed by the employee's Home Agency (in accordance with policies or employment contract)

The **1:5:1:2** ratio has been agreed by CDEM Group Managers to provide consistency and should be complied with where possible. However, on occasion, individuals will deploy on an ad hoc basis and may not necessarily fit the above preferred model depending on the nature of the event. Ad hoc deployments can be managed in accordance with this policy with rostered hours and stand down being managed on a pro-rata basis.

Home Agencies deploying staff should consider if staff members require a stand-down period before they deploy on the **1:5:1:2** ratio. If staff have

worked a number of days before they deploy, their employer may consider standing down their staff to help with their health and wellbeing and manage fatigue. Once deployed, BAU activities for the Deployee must stop for the duration of the deployment.

Agencies that have a notice to move period of 24-48 hours for staff who intend to deploy, must consider the overall time frames this will add to a deployment. Part of the consideration around this may be the need to rest staff before going on deployment. During this time BAU activities should cease or be managed to a reasonable level prior to deployment.

Two days stand down at the end of a deployment cycle is crucial for the health and wellbeing of Deployees. A point to note is that NZRT volunteers may find it difficult to deploy away from their workplace for the deployment cycle period, and it may be especially challenging for them to take two days stand down at the end of their deployment.

3.1.1 EMAT exception

The Emergency Management Assistance Team (EMAT) is the only deployable element that is an exception to the **1:5:1:2** ratio.

EMAT have a variable notice to move depending on the event and can deploy for up to a maximum of 14 days.

3.2 Extension of deployment

Depending on the nature of the deployment and environmental conditions, there may be the need to extend the length of an individual's or a response group's deployment. This could be due to multiple reasons including, but not limited to the following examples:

- Due to the lack of availability of surge staff the Requesting Agency would like to extend the deployment and the Deployee agrees to extend with approval from the Home Agency.

- To maximise the amount of time the Deployee is in a response, as they may have specialist skillsets that are in demand.

- Limited transport accessibility into and out of the emergency event area.

- Due to the amount of time, it takes a Deployee to be conversant with the complexities and dynamics of a particular CIMS function in a Coordination Centre.

- The Requesting Agency wanting to retain a Deployee for continuity, this may be to ensure there is an overlap of experienced staff.

The extension of deployment consists of the following ratio: **1:5:2:5:1:2**

- 1 day to travel to the event location

- 5 days operating inside the CC

- 2 days stand down

- 5 days operating inside the CC

- 1 day travel to home destination

- 2 days stand down, managed by the employee's Home Agency (in accordance with policies or employment contract)

The extension ratio is recommended best practice; therefore, **2 days rest** is recommended during the stand down period. This stand down could be taken at the location of the emergency event, or somewhere nearby if there is minimal travel involved. For example, the Deployee may choose to travel 1 hour to spend their stand down time with family or friends.

However, if the Deployee is accommodated in a disaster zone where transport and access is limited, and there is nothing for the individual to do for entertainment and achieving sufficient rest could be challenging, and they can't remove themselves from the operational area, then **1 day minimum rest** is recommended.

3.3 Re-deployment

Re-deployment to the same event, a concurrent event, or another event at short notice is possible as severe weather events become more common in New Zealand. Personnel who re-deploy to the same event or another event can do so provided the following criteria are met:

- The individual is rested with **2 days mandatory stand down**

- Their employer has agreed to release them

- They are willing and personally positioned to re-deploy

- They re-deploy as per the deployment cycle **1:5:1:2** ratio taking a **further 2 days mandatory stand down** before returning to their normal employment. This is once again managed by the employee's Home Agency

The continued re-deployment of staff must be monitored closely by both the Requesting and Home Agencies.

Section 4 Readiness for Deployment

This section provides a description of actions that individuals and agencies can undertake to prepare for deployment.

4.1 Preparing equipment for deployment

Home Agencies are responsible for ensuring that Deployees are equipped with appropriate equipment and clothing to sustain them throughout the five-day working cycle or a seven-day deployment, including travel.

It is recommended that agencies maintain a stockholding of deployable kit bags that can be issued to deploying personnel in the event of a Sector Deployment.

4.1.1 Deployment clothing and equipment for Deployees

Generally, while Deployees are unlikely to be working on the incident ground, their clothing should be suitable for New Zealand's seasonal weather and climate, considering that Deployees may have limited access to laundry facilities compared to normal circumstances. Business casual clothing supplemented by cold and wet weather gear is recommended, especially for any severe weather-related responses. A name tag is also recommended.

Comfortable and warm off-duty clothing is strongly recommended.

Deployees who may work in specific roles in the field outside of CCs should take specialist clothing, i.e., steel cap boots, helmet, high visibility clothing, other PPE as required. The Requesting Agency should advise what Deployees require for their role and/or supply the specialist clothing, equipment, and PPE.

Recommended items for a deployment kit bag are listed in Appendix C Deployment Clothing and Equipment.

4.2 Training, qualifications, and competency

Deployable people are expected to have completed the training package relevant to their CIMS function, or equivalent. A range of equivalent qualifications, unit standards, and experience may be appropriate, including but not limited to Integrated Training Framework (ITF), CIMS4, National Training Package, and those developed by Emergency Management Training Canterbury (EMTC).

To allow for forward planning in the Logistics - Personnel sub-function during a response, agencies should maintain databases of deployable personnel capturing the following information:

- Qualifications
- Previous deployments
- Specific skill sets
- Competencies
- Contact details
- Anything else relevant to deployments

The ideal location for the capture of training and qualifications is in Takatū - the Nationally recognised CDEM Sector Learning Management System.

Section 5 Pre-deployment

This section provides information on considerations and actions prior to deployments taking place. These are necessary to ensure all staff deployed have a well organised and safe deployment.

5.1 Approving authority

The approving authority for personnel to deploy is the Home Agency's CDEM Group Manager, CDEM Regional Manager, Chief Executive Officer, Line Manager, or a position with delegated authority to make the decision to release their staff to be deployed.

5.2 Establishing the deployment cell (Logistics – Personnel sub-function)

When CDEM Groups or Agencies request assistance from NEMA for the deployment of Sector Surge Staff, the National Controller from NEMA or NCC/NCMC needs to provide approval to support the request.

If the request is to be supported, a Deployment Cell will be set up under the Logistics - Personnel sub-function in NEMA or NCC/NCMC. The Deployment Cell will look to ascertain personnel support requirements with Operations and provide consistency and clear guidance across all deployments.

It is advisable to establish a Deployment Cell under the Logistics - Personnel sub-function at the impacted CC, or at least a Deployment Liaison position. This will enable close liaison with the NCC/NCMC, if activated, around deployment specifics. Potentially the Deployment Cell could undertake induction of Deployed staff and ensure that this guide is followed.

5.3 Request process

The request process stems from an affected Agency identifying they don't have the personnel (or suitable personnel) available to resource the CIMS functions within their CC(s). In line with sector deployment principle 6, Agencies are to attempt to fill key functional and leadership roles with their own staff before requesting assistance.

Resource Request Forms are the tool for requesting Sector Surge Support. They must contain accurate information, and the roles requested must match CIMS function role descriptions as much as possible. The number of staff requested must be realistic and measured, avoiding undue inflation. An important consideration is to not overload deployments with excessive staff, ensuring Councils and Agencies have sufficient numbers of competent staff should they need to respond locally.

For CDEM related events, NEMA or NCC/NCMC must be copied in on all requests and on confirmation that positions have been filled.

Refer to the Logistics in CDEM - Director's Guideline for Civil Defence Emergency Management Groups [DGL17/15] for Resource Request Forms.

5.3.1 Inter-group requests

Inter-Group requests for the provision of resource support at short notice during an event may be initiated directly by a CDEM Group to another Group; specifically, where personnel are sought to initiate immediate mobilisation. This may also include the pre-positioning of staff if required for a slow onset event.

It is important to note that this is to be encouraged, as many CDEM Groups have inter-group agreements or memorandums of understanding (MOUs) in place.

CDEM Groups and Agencies must inform NEMA or NCC/NCMC that they are requesting Sector Surge staff through an inter group agreement or MOU, and the number of staff and specific CIMS Functions they are requesting. This is to provide visibility to NEMA or NCC/NCMC for national planning purposes.

5.3.2 Requests for EMAT deployment

Affected CDEM Groups should consider whether an EMAT deployment to their CCs would address resourcing challenges, and if they require the specialist capabilities that EMAT enables. EMAT staff are highly trained personnel that can support response efforts at short notice. Initial requests for EMAT deployment must be made via REMAs. The Director will ultimately be responsible for approving the deployment of EMAT resources.

5.3.3 Timing of requests

Agencies must project and forecast for future staffing requirements relevant to the event, acknowledging that **Sector Deployment capacity may take 2 – 3 days** to be on the ground assisting a CC (with best endeavours depending on the nature of the event). During a large-scale emergency event or where multiple areas are impacted, it may take longer to source Sector Surge support.

5.3.4 NEMA or NCC/NCMC request coordination

If the impacted CDEM Group is struggling to source Sector Surge Staff or are being proactive to prepare in advance of a slow onset event, the Group can request NEMA or the NCC/NCMC to carry out the function of surging staff into the impacted area. This is usually initiated with a conversation between the impacted CDEM Group and NEMA Monitoring Alerting and Reporting (MAR) Centre (before the NCC/NCMC has activated), or the NCC/NCMC (if it has activated).

If it is agreed that Sector Deployment support is required to be coordinated by the NCC/NCMC, all Resource Requests for personnel from requesting CDEM Groups must be submitted to NCC/NCMC Operations function, which will then be tasked to NCC/NCMC Logistics – Personnel sub-function.

5.4 Identifying Deployees

Prior to personnel deploying, the Home Agency must ensure that they are suitably trained, qualified, and experienced for the role they intend to fill. Deployees must have completed the training package relevant to their CIMS function, or equivalent, within the CC.

The competency level should be indicated by the Home Agency, this will ensure that staff are appropriately assigned and do not require supervision in their role. Home Agencies should not nominate persons who do not meet basic minimum competency levels.

If a person is deployed in a set CIMS function role, and the Requesting Agency is looking to change their assigned role to another function, the Home Agency must first be notified about the proposed change and agree with the change based on the person's capability and competencies.

5.5 Professional development

In an effort to build sector capacity and address succession planning, on-the-job training or shadowing with experienced staff is becoming more common. Carrying out functional tasks during response and recovery provides opportunities to learn skills from someone with expertise.

Any such on-the-job training is at the cost of the Home Agency and cannot be on-charged to the Requesting Agency. The Home Agency must request on-the-job training opportunities from the impacted CC. Ideally this would be a CDEM Group to CDEM Group request.

Consideration should be given to the cost and physical space within a CC. Some situations may not suit having additional staff who do not actively contribute to the response, examples could be due to facility size limitations, and operational tempo.

5.6 Managing risk and health and safety

Managing risk to groups and individuals is key to any emergency response and a deployment is no different. Risk assessments must be carried out and no Deployee should be made to feel they are being put in a position where they are taking an unacceptable amount of risk.

Each agency participating in deployments has a responsibility to ensure staff have the appropriate training, equipment, and knowledge of procedures to manage potential deployment risks.

When deploying under the CDEM umbrella, the Requesting Agencies, Home Agencies, and NEMA or NCC/NCMC (if coordinating Sector Surge Support) may have overlapping PCBU responsibilities under the Health and Safety at Work Act 2015. All Agencies involved have a 'primary duty of care' to ensure the safety of workers and anyone affected by their work.

It is paramount that Deployees actively engage with all health & safety and risk assessment requirements between the Home and Requesting Agencies, and the NCC/NCMC if involved. Deployees should be aware that personal safety is a shared responsibility between the PCBU and the worker and that they have a responsibility to help themselves to be safer.

Selected nominees will be sent a survey (by NEMA or NCC/NCMC if coordination Sector Surge Support) to fill in after the Home Agency has selected them. A self-assessment questionnaire will be included in this survey, this will include specific questions on mental and physical health for personnel that wish to deploy. These questions will be tailored to suit the event, with some questions being more specific depending on the state of global health, etc, at that point in time. NEMA or NCC/NCMC will keep this personal information stored securely within its information management system.

5.6.1 Risk assessments

Risk assessments shall be used and shared throughout all phases of an event. Risk assessments are an important tool that keep the Deployee safe for the duration of the deployment. They're even more pertinent in the early stages of an event where the environment can be dynamic, and travel is a factor. Risk assessments are a legal requirement under the Health & Safety at Work Act 2015.

As the Requesting and Home Agencies both have PCBU responsibilities, it's vital that during the Request Process, both parties are made aware of the risks involved with the deployment. The facilitation and pre-planning of risk assessments should be shared. Both the Home and Requesting Agencies, where possible, are to agree on the following:

- The risk posed to deployed staff as they deploy to the event i.e., enroute issues, travel fatigue, environmental conditions etc

- Analyse and evaluate the risk associated with that hazard (risk analysis, and risk evaluation)

- The risk posed to deployed staff at the event - identify hazards and risk factors that have the potential to cause harm (hazard identification)

- Control measures that have been put in place to reduce the risk to deployed staff - determine appropriate ways to eliminate the hazard or control the risk when the hazard cannot be eliminated (risk control)

General risks that should be identified prior and during an event are:

- Consideration of stand down before staff undertake a deployment cycle

- Fatigue management (journey management, travel, and work at the CC)

- Environmental risks and hazards (flooding, slips, weather, ash fall etc)

- Physical working environment – is it safe? Hazards?

- Security – protect personnel and their property

- Wellbeing – sufficient rest, minimise stress and pressure

- Health

- PPE availability

The Requesting Agency's relevant CC Safety Function will hold and update risk assessments throughout the response and recovery phases and convey these assessments to all other Agencies.

Further risk assessment guidance is provided in: Risk Assessment: Guidance for CDEM Planning [DGL23/22]

5.6.2 Risk assessment ownership

The risk assessments for an emergency event are owned by both the Requesting Agency and the Home Agency. Where NEMA has a role in the facilitation of Sector Deployments, they will also carry out a joint risk assessment for that event with the Requesting Agency and will share this assessment with the Home Agency. During a Sector Deployment the Requesting Agency will identify the risks and controls and articulate these to the Home Agency. The Home Agency must agree on the risks that have been identified and ensure controls are in place before releasing staff for deployment.

5.6.3 Health considerations

Deployees must ensure they deploy with regular medications they are prescribed with and carry a hard or soft copy of their prescription.

Deployees must also ensure they are medically fit to deploy and have any necessary medical aids and equipment to help with any mobility and health issues.

Requesting Agency policies must be disseminated to the Deployee and Home Agency before deployment occurs, and the Deployee must conform to all policy requirements.

If there is a disease outbreak, any national health advice issued by Ministry Of Health (MoH) and Te Whatu Ora/Health NZ must be adhered to by Deployees. This could include the mandating of vaccinations.

The Deployee should be supplied with relevant PPE and products if recommended by health authorities, e.g., disposable facemasks, hand sanitiser, or tests. The Requesting Agency must also ensure there is sufficient supply of PPE and preventative products. Follow MoH and Te Whatu Ora/Health NZ advice on what is required.

5.7 Deployment wellbeing checks

Alongside the Requesting Agency, the Home Agency retains a responsibility to support deployed personnel. This should include regular wellbeing checks.

It's important the Home Agency looks after people when they're deployed in support of other regions. Wellbeing checks consisting of a phone call or message to the deployed person is a simple way of monitoring progress and general wellbeing. Checks should be conducted throughout all phases of the deployment and need to be managed in a way that ensures Deployees feel supported rather than overwhelmed with communication.

Thought needs to occur as to the frequency and timing of wellbeing checks, e.g., if the Deployee is resting from a 12-hour night shift, then a phone call at 1100 hrs will highly likely not be suitable due to the Deployee resting.

When NEMA or NCC/NCMC takes the lead with Deployments; NEMA or NCC/NCMC will carry out wellbeing checks for Deployees (in conjunction with Home and Requesting Agencies) up until the point that they've been inducted into the affected region's CCs. Once they are inducted into the Requesting Agency's responsibility (although the Home Agency still retains some responsibility as noted above).

5.8 Support plan for deployed staff

It is recommended that Home Agencies have a deployable support plan for all their deployed staff. The plan provides key details for the Home Agency point of contact (POC) or line manager. A support plan should cover off the following points:

- Primary POC for Deployee
- Secondary POC

All POCs must ensure that they are available and contactable by the agreed communication method during the duration of the deployment.

5.8.1 Family wellbeing checks

Prior to an individual deploying, the Home Agency must have a support plan in place that supports the Deployee when deployed in support of another Agency. This must take into account family support if required. 24/7 Home Agency contact must be provided for the family to contact during an emergency. This could be the Deployee's point of contact or line manager.

Dependant on the Deployees wishes, the family could be contacted at least once by the Home Agency during the deployment duration to ensure their welfare.

If communications are not operating, a letter could be provided to the Next of kin (NOK) or Primary POC with emergency contacts for the family to contact their loved one that is deployed.

5.9 Environment

Deployees must read information in the deployment pack provided to them by the Requesting Agency, including any risk assessments, so they are aware of the environment they're deploying into. The area is likely to have been impacted and conditions may be austere, with accommodation availability limited and prioritised for affected residents, and first responders.

Deployees should be prepared to be flexible, adaptable, and patient, as emergency events are dynamic situations that can constantly change. There may be times when Deployees can't get home on time and can't access transport due to weather or other hazards. Ultimately the best thing a Deployee can do is look after their wellbeing as much as possible to help them get through a potentially difficult time. Requesting and Home Agencies should be aware of this and help to make the deployment as enjoyable as possible and prioritise the Deployee's wellbeing.

5.10 Accommodation requirements

Accommodation for deployed staff may be shared and may include motels, marae, campground units, sports halls or large tents, etc. A considered approach needs to be taken towards utilising local accommodation at the expense of local residents that are displaced.

As a minimum the Requesting Agency should undertake practicable and reasonable steps to provide:

- Warm, dry, and ideally quiet accommodation
- Ideally a powered site
- An appropriate level of site security, and safe travel to and from CC
- Access to ablutions (including laundry facilities)
- Access to healthy catering, including arrangements for meals for staff who are rostered off i.e., midday meal prior to a late shift, substantial meal for night shift personnel (snacks are not a substantial meal)

Where possible Deployees should be accommodated together, this will help with transport. Ideally, for safety reasons, Deployees should not be accommodated at the same place as displaced persons.

5.10.1 Accommodation bookings

Accommodation arrangements for Deployees should be organised by the Requesting CC. This allows for greater visibility of accommodation assets at a local or regional level and takes into consideration local knowledge and contacts.

If the Logistics Personnel sub-function of the CC is overwhelmed and unable to execute travel and accommodation requests, this function can be elevated to their ECC, if the ECC is unable to assist with requests then escalate to NEMA or NCC/NCMC Deployment Cell for assistance.

It would be ideal for Resource Requests to include the preferred accommodation when requesting staff, especially when it is likely to be known at the local level what accommodation is available and suitable.

5.11 Deployment Pack

Personnel deploying should receive at a minimum from the Requesting Agency:

- The most recent situation report (SitRep) and action plan (if possible) for the CC they are deploying to. The SitRep along with a risk assessment should provide sufficient situational awareness of the environment being deployed into.

- If relevant, the SitRep and action plan for the 'one-up' coordination centre.

- Travel itinerary.

A Deployment Pack should also ideally contain the information listed in Appendix D Deployment Pack.

If NEMA or NCC/NCMC are arranging deployments, they will email the Deployment Pack to Deployees. This will help ensure that all details and logistical elements of the deployment are covered and will eliminate any doubt for the Deployees.

The deployment pack should also be emailed to the Deployee's Home Agency, so they have visibility for health & safety and Wellbeing reasons and have visibility of the Deployee's itinerary.

5.11.1 Travel itineraries

Travel itineraries will be issued by the Requesting Agency Logistics-Personnel sub-function and shall be provided to the Deployee and a designated POC at the Home Agency (Operations - Field Staff sub-function or other).

In some circumstances, the Requesting Agency may be overwhelmed and unable to undertake all deployment activity. In this case the Logistics - Personnel sub-function in the order of CC hierarchy i.e., Emergency Coordination Centre (ECC) or the National Coordination Centre (NCC) shall book travel for the Deployee. Itineraries need to include return flight details, accommodation, and transport requirements. Deployed individuals will not deploy without end-to-end return itineraries to the event having been issued (including but not limited to flights, road transport, and accommodation) dependant on the nature of the event.

Flights should ideally be booked as flexible fares to enable flights to be changed at no extra cost.

Travel Itineraries should be sent to the Deployee with sufficient time for them to meet travel arrangements and timings from their home or port of departure.

5.12 Finance

In line with Sector Deployment Principle 3, indirect costs associated with a deployment lie with the Requesting Agency. Individuals who deploy and incur reasonable costs from the deployment can claim these back through the Requesting Agency. It is encouraged that deployed personnel deploy with a Purchase Card or a VISA Prezzy card as the claims process can be drawn out and timely after an event. For the purposes of reimbursement, it is recommended that the Deployee claim through the Home Agency, who in turn can claim through the Requesting Agency.

Section 6 Deployment

This section provides a description on deployment considerations and actions that should be undertaken during a deployment by the requesting agency, home agency, and Deployees.

6.1 Travelling to the affected region

There are many aspects that Deployees need to be aware of before they travel, especially with regards to safety and fatigue management.

6.1.1 Travel by aircraft

Key points for travel by aircraft:

- Wear closed toe and secure shoes
- Appropriately dressed and wear long sleeves and long trousers/pants
- All bags are to be zipped closed and straps secured
- All loose items i.e., headwear and scarves need to be stowed away securely in order to avoid foreign object damage (FOD) to the engine and propellors/rotors
- There may be weight and volume limitations on pieces of baggage
- When practicable, obtain a briefing from a member of the crew, especially for a helicopter

6.1.2 Self-drive

Deployed personnel will often uplift rental cars from the airport of disembarkation and drive to the affected region. Prior to leaving, the following checklist should be worked through by the driver:

- Does the driver hold the appropriate licence to operate the vehicle?
- Is the vehicle appropriate for the task and for the driving conditions?
- Does the driver feel comfortable operating the hire vehicle i.e., four-wheel drive (4WD), camper van, car?
- Ideally have a vehicle fitted with a first aid kit or the driver carries a first aid kit.
- Confirm destination and directions.
- Has a dynamic risk assessment been carried out i.e., flooding, slips, severe weather event? Is it safe to travel to the impacted region? Is the road open, are there diversions in place?
- Is the driver required to uplift other deployed response staff?
- Has the driver had sufficient rest and is fit to drive?

It is recommended that Deployees enable Bluetooth on their phones and link it to the vehicle to allow for hands free calling whilst driving.

If using rental vehicles booked by NEMA, the hirer should not purchase any insurance from the rental company as NEMA has its own motor vehicle insurance through the Department of the Prime Minister and Cabinet (DPMC), and drivers that are not NEMA employees are covered. This includes cover for rental vehicles, with an excess of $500. There is no cover if drivers do not hold a valid licence, are impaired or have had their license suspended.

6.1.3 Fatigue considerations during travel

Fatigue must be managed to prevent an injury. Personnel choosing to drive more than 4 hours in any vehicle must consider an overnight break before or after conducting work activities.

In some cases, it may not be appropriate to self-drive to an impacted region. This could be due to flights arriving late, adverse weather or fatigue. Consideration shall be given to the fatigue level of the deployed individual and whether it's appropriate that the individual drives to an event after an extended day of travel. In most cases, the Deployee will be accommodated overnight if they arrive late at the point of disembarkation.

Example: A council worker from Northland works half a day at their normal job and is scheduled to deploy at short notice to a flooding event in Mataura in Southland. The individual flies from Whangarei – Auckland – Christchurch – Invercargill, landing at 2030hrs that night.

Considerations:

- Fatigue levels?

- Driving options at the other end. Are they a passenger?

- Accommodate overnight prior to driving to the impacted region?

- Priorities – how important is it that the individual gets to the impacted region?

Solution:

- Accommodate the individual overnight in Invercargill. They can drive to the event the next morning after having a reasonable break.

6.2 Arrival induction

The Deployee should carry identification and wear appropriate branded clothing with a name tag, if possible, when arriving at the CC.

Upon arrival at the CC, a face-to-face induction must be conducted. The induction will be specific to the Requesting Agency's CC, and recommended items to be covered are listed at Appendix E Induction.

6.3 Working hours

Working hours within an emergency event can vary depending on the nature of the event and how the Controller manages the response.

Flexibility in shift length is required particularly during the early stages. A roster system will be managed by the Logistics - Personnel sub-function and could consist of a 12-hour shift or shorter multiple shifts throughout the day. During the night a 'skeleton crew' or duty function may be stood up to provide coverage to the CC.

A "surge" approach to staffing may be adopted in the early phases of an event to provide coverage for the CC functions and provide adequate support to the affected community. The "surge" model involves longer operational periods of time early in the response.

Staff should be appropriately rested between shifts. If working hours are becoming too long for Deployees and fatigue is setting in, the Local or Group Controller and Response Manager are to be made aware of the situation so they can monitor fatigue and put in place mitigations.

Agencies that identify work hours as a risk during the pre-deployment risk assessment phase need to articulate this to the Logistics - Personnel sub-function. This will enable specific work hours and allow for shortened shift patterns for those staff.

6.3.1 Rosters

A rostered shift system will be established and managed by the Logistics - Personnel sub-function. Rostering and projected staffing requirements need to be proactively managed throughout all phases of an event. The Controller's intent and the Action Plan must inform and guide the Personnel sub-function of the projected staffing requirements throughout all phases of an event.

CCs should project staffing rosters at least 48 hours in advance where practical and request additional sector personnel with advance notice if functional positions can't be filled.

6.4 Fatigue Management

As part of the risk assessment and general health and safety responsibilities, fatigue should be monitored and managed throughout all phases of the deployment by all parties, i.e., the Deployee, Requesting Agency, and Home Agency.

Fatigue may lead to a health and safety incident causing harm to a Deployee. Situations of elevated fatigue impact on the judgement and decision-making ability and general wellbeing of people, therefore fatigue in operational environments must be recognised and carefully managed. People with fatigue are slower to respond and adapt to changing situations.

Fatigue may lessen the effectiveness of a Deployee, compromising their performance, ultimately impacting on the quality of the response provided to communities.

The CIMS Safety Function has responsibility for the oversight of fatigue management.

6.4.1 Fatigue Management tools and tips

Deployees need regular breaks and rest opportunities during operations to reduce the potential, or effects, of fatigue. If a Deployee is showing signs of fatigue:

- Provide an appropriate (cool, dark, quiet) area for them to sleep – where possible and appropriate

- Ensure they are adequately fed and hydrated

- Manage work rotations and personnel on shifts where possible to ensure they get adequate stand-down time

- Any time they need to travel by road, ensure drivers are not fatigued

- At the conclusion of any deployment, ensure safe transportation back to the home location is made available

6.5 Psychological support

Working inside a CC during an emergency event can often be a high intensity, high stress experience. Over time this can lead to different stress responses in people. Supporting our people during and after an event is very important for their wellbeing. Home Agencies will have supporting policy and procedures that provide wrap around services for the Deployee and are to provide these services to their employees that have deployed.

Additionally, NEMA has a contract for 24/7 psychological support during response. This is also available to Deployees during a response and post response.

6.6 Short notice and compassionate return home

On occasion, Deployees may need to return home at short notice due to compassionate reasons. In these circumstances, the Deployee's manager from the Home Agency must be informed in a timely manner. Recall must be arranged and overseen by the Requesting Agency's Response Manager who must ensure all arrangements are dealt with in a reasonable and time efficient manner.

6.7 Performance management

Where a Deployee is not performing to the level expected, the matter should initially be dealt with by the Requesting Agency function manager in consultation with the Response Manager. If escalation is required, the Controller should be notified, and a plan put in place.

If the Deployee is to be returned to their home agency this must be overseen by the Requesting Agency Response Manager who must personally ensure all arrangements are dealt with appropriately and expediently. The Home Agency must be informed directly by the Requesting Agency Controller or Response Manager.

Section 7 Post Deployment

This section outlines considerations for return travel, debriefs, leave, overtime, pay, and recognition.

7.1 Return travel itineraries

Return travel should be booked by the Logistics - Personnel sub-function in the CC, or NEMA/NCC/NCMC if they are coordinating deployments. This is based on the Deployment Cycle 1:5:1:2 ratio.

Travel Itineraries will include return flight details and transport requirements. All travel arrangements must take fatigue management into account and, where applicable, suitable rest and accommodation is to be provided.

Travel Itineraries should be sent to the Deployee with sufficient time for them to meet travel arrangements and timings to travel home.

The Home Agency (via Duty Officer) must have visibility of return travel so stand down and BAU activities can be managed post deployment.

7.2 Notification of return home

To ensure end to end accountability, the Deployee must notify the Home Agency and NEMA/NCC/NCMC (if they are coordinating deployments) when they have returned home (or the place they will be returning to post deployment), **specifically that they have returned home safely**. This is especially important if there are any changes to travel arrangements.

7.3 Post deployment debriefs

Debriefs are an important function post deployment, they allow deployed personnel to decompress and begin processing the deployment. Debriefs also allow the sector to learn valuable lessons from the incident and lessons learnt can be applied to training programs. Ultimately through better informed training, the CDEM sector is better positioned going into the next emergency response and recovery. The types of debriefs and their purposes are laid out in more detail below.

7.3.1 Hot debrief

Sometimes known as a "hot wash" this debrief will occur with the Functional Manager or CC on site prior to departing home. This de-brief will be relatively informal and aims to capture ideas and thoughts while they're still fresh in your mind.

There may also be a brief "exit interview" with the Requesting Agency before the Deployee departs to their home location. This interview should be away from their Function Manager, so any concerns around performance and suggested process improvements can be relayed.

7.3.2 Cold debrief

A "cold debrief" should occur within a reasonable timeframe after an event. Depending on the event size and magnitude, this could be facilitated by the impacted region's CDEM Group. NEMA's Continuous Improvement Team could provide expert advice on this, contact: nemacontinuousimprovement@nema.govt.nz.

A scope of brief and terms of reference will be established prior to the debrief in order to define a questioning line that is relevant to the Deployee's role and the event. In the event the cold debrief is pushed out in timeframe to weeks, it is recommended the deployed persons refer to their Personal Log from the event; this will assist with the debrief.

Any lessons learned should be forwarded to the Requesting Agency.

7.4 Leave

Post deployment leave is in accordance with the individual's employment contract or leave policy with their Home Agency. It is recommended that individuals who deploy for a working period of 5 rostered days are credited 2 days stand down or time off in lieu (TOIL) on return to their employer.

It's important that post deployment specific leave is taken as soon as practicable and on consecutive days, so the individual is rested prior to returning to work. Post deployment leave shall not be accumulated to be used at a later date.

7.5 Overtime

Overtime incurred during a deployment is in accordance with the Deployee's employment contract or Home Agency overtime policy.

7.6 Salary and wages

In line with Sector Deployment Principle 3, the wages or salary of a Deployee are covered by the individual's employer and cannot be charged back to the requesting organisation.

7.7 Recognition, record of appreciation and incentives

The Requesting Agency or CDEM Group should provide all Deployees, Home Agencies and Volunteer Employers involved in supporting a response with a letter or certificate of appreciation of their contribution as soon as practical. Recognition is important for Deployees and their home organisations, to recognise their sacrifice for spending time away from home and work, and in many cases time away from their family and loved ones. The cost for this sits with the Requesting Agency.

Participation incentives could also be identified to reward Deployees for their time away from their families and Home Agency workplaces. The cost for this sits with the Home Agency.

Section 8 Appendices

Appendix A Sector Deployments Process Map

Sector Deployment Process 1/3

Requesting Agency	Home Agency	NEMA/NCC/NCMC

Pre-Deployment

1. Deployable element requirement identified for event

2. Can Deployable Element be requested via Inter-Group request?

No →

4. NEMA/NCC/NCMC formally requested by impacted CDEM Group to coordinate deployments

Yes

3. Impacted CDEM Group arrange surge staff as per Deployment DGL

5. Deployment Cell activated

6. Resource Request form submitted to NEMA/NCC/NCMC (MAR may process initially)

7. Resource request assessed/approved

8. Risk assessment conducted & shared (including NCC/NCMC if coordinating deployments)

10. Group CDEM Duty Officer notifies Group Manager and Line Manager

9. Request for Deployable Element sent to Group CDEM Duty officer/or Agency

Continued on next page

Sector Deployment Process 2/3

Requesting Agency	**Home Agency**	**NEMA/NCC/NCMC**

Pre-Deployment

Continued from previous page

11. Approving authority authorises the request, vets & approves Deployable Element

12. Deployable Element lists of individuals sent to NEMA/NCC/NCMC

14. Receive notification of Deployed Element composition

13. Confirmation of Deployable Element composition, CDEM Groups/or Agency notified

15. Receive notification of Deployed Element composition

16. Resource Request processed (including return travel)

18. Group CDEM Duty Officer notifies Group Manager and Line Manager

17. Send Deployment Pack to Deployable Element and Group Duty Officer/Line Manager

17b. Pre-deployment briefing to REMA/EMAT/NZRT if possible

Deployment

20. Reception & induction of Deployable Element into CC

19. Deployable Element deploys as per Sector Deployment Principles and Deployment Cycle in DGL (1:5:1:2)

21. Daily health & wellbeing and fatigue management checks

Continued on next page

Sector Deployment Process 3/3

	Requesting Agency	**Home Agency**	**NEMA/NCC/NCMC**

Deployment

22. Possible extension of deployment (1:5:2:5:1:2), return travel booking changed (by NCC/NCMC if coordinating deployments)

23. On completion of deployment the Deployable Element notifies the Home Agency and person conducting daily health and wellbeing checks when they have returned home safe

Post-Deployment

24. Deployable Element stands down for 2 days minimum

25. Possible redeployment (1:5:1:2)

26. Post- Deployment psychological support if required

27. REMA/EMAT/NZRT debrief process

28. Debrief process

29. After Action Review

30. Recognition for Deployable Element

31. Any National recognition for Deployable Element

32. Process End

Appendix B Logistics in CDEM DGL-17 15

CDEM Logistics responsibilities for different levels of response.

Processes request from	Procures resources from	Delivers to	Notes
National level – coordinated through NCMC – directed by National Controller			
• ECCs • national agencies	• national agencies • unaffected CDEM Groups and local authorities • directly from suppliers • international assistance	• National Assembly Areas • CDEM Groups • territorial authorities (at ECC request) • incident site (at ECC request)	International government and NGO assistance is only sough following approval from Cabinet. This process is managed through the NCMC
Regional level – coordinated through ECC – directed by Group Controller			
• local EOCs • regional agencies • NCMC	• National Assembly Areas • directly from suppliers • own internal resources • regional agencies	• CDEM Groups Assembly Areas • territorial authorities • direct to incident site (at EOC request)	Resources may be procured from outside the CDEM Group's boundaries, but NCMC approval is required when this involves critical resources.
Local level – coordinated through EOC – directly by Local Controller			
• ICPs • local agencies • CDEM Group • community	• CDEM Group • own internal resources • local agencies • directly from suppliers • community	• Local Assembly Area • direct to incident site • Civil Defence Centres • community groups	Resources may be procured from outside the territorial authority's boundaries, but the ECC must be informed when this involves critical resources.
Incident – coordinated through the incident control point – directed by Incident Controller			
• responder teams • community	• EOC • own internal resources • local agencies • directly from suppliers • community	• end user • incident level staging area • community groups	The physical CDEM response occurs at this level. Incident sites include any place where specific individual response activities are carried out.

Appendix C Deployment Clothing and Equipment

For an in-depth list of personal clothing and equipment, the Requesting Agency should clarify what Deployees require for their role and/or supply the specialist clothing and PPE. This should consider that staff need to be prepared for austere weather conditions.

Sector Surge support staff clothing is the baseline, for other teams they may have specific clothing and equipment that is over and above – refer to your specific team instructions.

The following suggested clothing and equipment should make up a basic deployment kit bag that staff can add their personal items into:

- Duffle bag (large)
- Light weight sleeping bag
- Towel
- Thermal mat
- Agency branded wet weather gear
- Agency branded polos and polar fleece
- Hi-visibility vest
- Safety boots (if issued)

The following equipment should be taken by the Deployee:

- Corporate cell phone with data capability
- Corporate laptop preferably with SIM card and data. Many councils do not have enough devices in their CCs; however, many have a Bring Your Own Device (BYOD) capability in their CCs
- Council finance arrangements for miscellaneous expenses, e.g., Purchasing Card (P-Card)
- A VISA Prezzy card as an alternative to P-Cards
- Home Agency branded clothing to help ensure the Home Agency is recognised, including a name tag.

Appendix D Deployment Pack

Suggested items of information to include in a Deployment Pack. This will generally be emailed to the Deployee if communications are available. In essence the Deployment Pack is a Pre-Deployment briefing containing the following areas of information:

- Nature of the event

- Risk assessment (shared between Home and Requesting Agency)

- Health and Wellbeing aspects including 24/7 contact numbers for support e.g., EAP Services, journey management system.

- Location or map of where to report to and time expected

- Best or safest route to destination

- Environment - anticipated weather, expected conditions – austere, cold, wet, hot, requirement for tents, stretchers etc

- Travel itinerary including return travel tickets with dates and times, taxis, rental car uplift location, etc

- The travel itinerary should include accommodation arrangements – functional or not (water, hot food, heating, etc) so the Deployee can prepare

- Equipment and clothing including required PPE if not supplied

- Indicative shift times

- Expected duration of deployment

- Contact number for Logistics – Personnel sub-function, 24/7 emergency contact number and addresses of CCs etc

- Any specific policies that the Requesting Agency requires the Deployee to be aware of (such as information gathering policy, privacy policy or information management policy).

Any available shift handover information from the previous shift should proactively be included in the Deployment Pack. This could include:

- Daily operational schedule

- Priorities

- Anything critical to the response

- What has been done?

- What is currently in progress?

- What is planned?

- What it is outstanding and why?

- Are there any changes to the Controller's objectives, tasks, or key personnel?

- Key contacts

Appendix E Induction

The following is a best practice checklist for running Deployees through an induction. A fact sheet may also be useful for Deployees as a reference:

- Health and Safety brief including safety contact at site, risks, or issues
- Check or issue of PPE
- CC layout/map and fire exits, toilets etc
- Issue of an identification or swipe card (if required)
- Fire extinguishing equipment
- Security
- Roster
- Allocation of accommodation
- Transport arrangements
- Meal arrangements
- Workstation and generic logins
- Printing and photo copying
- Internet and Wi-Fi
- Telephones
- Contact lists
- Other agencies involved
- Local familiarisation with map run through
- Situation Report or Status Reports
- Action Plan – stating the Controllers objectives
- Tikanga/protocol considerations with local hapū and Iwi
- Introductions to key staff including function manager
- Any specific policies that the Requesting Agency requires the Deployee to be aware of (such as information gathering policy, privacy policy or information management policy)
- Signature of Deployee to acknowledge the understanding of the induction
- Anything else specific to the event