NATIONAL CENTRE FOR EMERGENCY MANAGEMENT STUDIES

Statement of Strategic Intent

NSW TAFE Enterprise

2020 - 2023

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Team Leader
Introduction

Who is the National Centre for Emergency Management Studies?

Our Purpose

The National Centre for Emergency Management Studies (NCEMS) is a signature department within TAFE NSW, committed to providing quality professional development and nationally recognised qualifications focused on practical crisis management skills and leadership in public safety.

Our Vision

To be the leading emergency management skills provider in Australia: delivering relevant, high-quality, practical and innovative training to build a safer and more resilient community.

Our Culture

The NCEMS team will:

- Create positive and inclusive learning and assessment experiences for all learners, taking into consideration the needs of the individual, adapting to the environment in which they work.
- Lead and innovate industry best practice in emergency and crisis management.
- Actively contribute to the development of programs of excellence, continually building and growing a suite of ‘sought after’ educational curriculum; including bespoke programs.
- Embrace innovation and technology in our programs of work.
- Continue to grow abilities, skills and knowledge by maintaining personal educational levels related to contemporary emergency management practices, across Australia and in the international arena.
- Provide expert advice and maintain ongoing support to NCEMS alumni and customers through post-learning online and networking forums.
- Respect others and work to the expectations of all TAFE NSW staff as related to workplace legislation, organisational policies and procedures.
Our Point of Difference

1. **We are ‘One TAFE’.** NCEMS is an integral part of TAFE NSW’s strong, trusted brand that has been recognised for quality for more than 120 years. TAFE NSW is one of the largest Registered Training Organisations (RTO) in the southern hemisphere, respected as a leader in the delivery of vocational learning to more than 500,000 students each year.

2. **We are the quality of agile programs, not the quantity.** The NCEMS range of courses and professional development programs is purposefully limited to ensure our trainers and facilitators remain dedicated to their areas of expertise and are not challenged to deliver multiple programs back-to-back, reducing the quality of their teaching.

3. **We are programs of excellence.** The NCEMS team are subject matter experts in their respective fields with extensive experience in public safety strategic planning and tactical implementation, providing industry leading best practice training to public safety professionals.

4. **We are interconnected global classrooms,** where learning environments are not bound by physical or geographical restrictions, but embraced as digitally supported opportunities to share knowledge and experiences across organisations, states, territories and countries. We strive to deliver our training in multiple formats (face-to-face, blended and online) in over 130 study locations in NSW as well as in client requested locations in Australian states and territories as well as overseas.

Our learners

NCEMS learners fall into three categories:

**The ‘new recruits’**
Encouraging entry level workers to make their transition to a career in emergency services, NCEMS provides Certificate II, III and IV and Diploma level courses in Public Safety with focuses on Firefighting and Emergency Operations. Additionally, the NSW Smart and Skilled Skills List ([https://www.training.nsw.gov.au/forms_documents/smartandskilled/skills_list/skills_list_v9.1.pdf](https://www.training.nsw.gov.au/forms_documents/smartandskilled/skills_list/skills_list_v9.1.pdf) ) allows full entitlements for Certificate II and III in Public Safety, assisting NCEMS to support the diverse needs of the sector as well as developing entry level workers’ skills for the workplace.

**The ‘seasoned professionals’**
Aimed towards emergency services personnel seeking to move up the organisational ladder from tactical response to leadership roles. NCEMS’ Advanced Diploma Public Safety (Emergency Management) and supporting professional development programs are designed to assist learners to make the mental switch from the workplace back into the educational arena, focusing on relevant and useful skills and knowledge that can be applied in real life situations, aiding personal leadership growth.
The ‘leaders of tomorrow’.
Reflecting the unique requirements of the senior leadership level, NCEMS’ cluster of executive professional development programs are designed to ‘build on’ the extensive knowledge our learners already bring to the table. Key focus areas include decision-making under duress, harnessing the power of personal reflective practice, embracing adaptive leadership traits and planning for whole of organisation transition management. NCEMS programs for these learners are flexible to incorporate time management challenges as well as respecting the large amount of personal investment often required by senior leaders of public safety organisations.

Our trainers
NCEMS trainers and facilitators are qualified learning and development professionals with a background in significant emergency management roles and a passion for developing the skills and knowledge of the next generation of public safety personnel. All hold a minimum of Certificate IV in Training & Assessment (TAE), coupled with industry specific qualifications, making them subject matter experts in their individual fields.

As employees of TAFE NSW, our teachers meet the highest standards expected by ASQA and the NSW Department of Education. We recruit from within the Public Safety sector, ensuring NCEMS learners are provided with current information and shared experiences from real-life practitioners.

Supported by experienced Head Teachers specialising in high quality skills delivery and program development, our teaching staff maintain training currency and qualifications in line with ASQA requirements and the strictest RTO standards expected of the largest vocational education provider in Australia.

NCEMS actively supports the professional development and currency levels of trainers and assessors from volunteer emergency services by offering opportunities to grow their industry leading skills as part of our training team. Building on knowledge and formal qualifications attained through voluntary community service in emergency service organisations, NCEMS provides a supportive pathway to gain essential experience in a commercial field offering career progression and future growth in an educational vocation.
Our goals for 2020 – 2023

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<th>GOAL 1</th>
<th>GOAL 2</th>
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<th>GOAL 4</th>
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<tr>
<td>EXPAND PROGRAM OFFERINGS</td>
<td>REDUCE COSTS FOR LEARNERS</td>
<td>INCREASE CUSTOMER BASE</td>
<td>CONTRIBUTE TO COMMUNITY</td>
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<td><strong>MORE THAN SKILLS</strong>&lt;br&gt; <em>Making NSW’s future workforce job ready</em></td>
<td><strong>GOAL #1</strong>&lt;br&gt;To expand NCEMS program offerings to meet the evolving needs of the public safety industry.</td>
<td><strong>GOAL #2</strong>&lt;br&gt;To maximise the efficiency of delivery of skills to learners.</td>
<td><strong>GOAL #4</strong>&lt;br&gt;Provide relevant and engaging competency based training qualifications.</td>
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<td><strong>STRATEGIES</strong></td>
<td>Analyse NCEMS potential contribution to the public safety community.</td>
<td>Network with emergency management stakeholders through multiple channels.</td>
<td>Introduce Non-Nationally Recognised (NNR) courses to NCEMS program.</td>
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<td><strong>MORE THAN A WORKPLACE</strong>&lt;br&gt;<em>Coming together as a proud, passionate and customer–focused team</em></td>
<td><strong>GOAL #3</strong>&lt;br&gt;To grow the customer base of NCEMS.</td>
<td><strong>estrategies</strong></td>
<td>Promote positive work/life balance for teachers.</td>
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<td><strong>STRATEGIES</strong></td>
<td>Invest in a flexible, part time teacher workforce.</td>
<td>Utilise opportunities for the use of non-commercial facilities.</td>
<td>Embrace a digital learning environment.</td>
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<td><strong>MORE THAN COMMERCIAL</strong>&lt;br&gt;<em>Creating a strong and innovative business with a bright future</em></td>
<td><strong>GOAL #4</strong>&lt;br&gt;To actively contribute to the emergency management community.</td>
<td><strong>strategies</strong></td>
<td>Invest in staff as learners.</td>
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<td><strong>STRATEGIES</strong></td>
<td>Investigate partnership opportunities with key government stakeholders.</td>
<td>Partner with customers to provide innovative training solutions.</td>
<td>Enhance opportunities to grow ‘Share of Wallet’.</td>
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<td><strong>MORE THAN PART OF THE COMMUNITY</strong>&lt;br&gt;<em>Strengthening communities across NSW</em></td>
<td><strong>strategies</strong></td>
<td>Develop leadership abilities and potential of the wider emergency management leadership cohort.</td>
<td>Contribute to the solution for volunteer recruitment and retention in emergency management.</td>
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<td><strong>STRATEGIES</strong></td>
<td>Support the management of incidents when and where required.</td>
<td>Invest in remote and regional community development.</td>
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Strategies on how this will be achieved are documented in the ‘NCEMS Operational Targets Matrix’.
Our commitments

Volunteerism Policy

The decline in volunteer numbers for emergency service organisations in Australia is significant and continues to decrease. The growing demands of paid employment, shifts in the way people interact with one another, changes to personal priorities, continued evolution of technology and cultural globalisation have all impacted on the time available, and importance people place on volunteering in their community.

NCEMS is committed to working collaboratively with volunteer-based organisations with a role in emergency management by actively contributing to solutions aimed at retaining volunteers and offering recruitment incentives. We will engage with agencies to develop programs of learning that meet the needs of the organisation, but reflect the environment of the learner. We will actively seek out opportunities to work with governments and third party stakeholders to financial support volunteers to successfully complete NCEMS courses.

Vocational Pathway Policy

The ever shifting environment of disaster planning and management requires strong agile leaders with an understanding of lessons past and an ability to apply creative solutions to emerging problems. The upcoming retirement of the remaining “Baby Boomer” generation (52-70 year olds) will see a significant decline in the number of critically skilled and experienced incident managers (Seager, 2017). It is vital that a plan for succession is developed now to ensure tomorrow’s leaders are ready.
NCEMS aims to create opportunities for emergency management professionals to share their knowledge, skills and experiences with the next generation of incident managers. We will endeavour to create openings in our teaching team for suitably trained personnel from the industry to deliver quality programs of learning. This will strengthen the professional development of industry specialists through currency of training and assessment practices. NCEMS’ contribution to public safety of the future is to ensure a confident, qualified and capable workforce committed to supporting the needs of local communities.

Environmental Strategy

As technology continues to drive the innovative development of education and business practices, the natural environment and its resources continue to be impacted upon. When planning and delivering learning programs, it is vital that NCEMS takes into consideration not only the needs of stakeholders, but also prioritises protecting, sustaining and enhancing the human and natural resources that will be needed for future generations.

NCEMS aims to reduce its ecological footprint and to adopt practices that use resources sustainably. By 2023, NCEMS will be a paperless education environment, with all learner records stored digitally. Program documentation will be managed securely in the cloud and single-use paper activities eliminated in classrooms.

Regional Communities Strategy

NSW is facing the worst drought in over 400 years. Regional towns are suffering extensive economic losses as farming communities struggle to stay on the land and have less funds to spend in local businesses.

To support regional communities, where possible, NCEMS programs will be delivered in regional towns, using local businesses to provide administration support, catering and accommodation. All efforts will be made to ensure courses are scheduled in multiple locations each year to share potential business opportunities across a wider stakeholder group.

“We’re just a bunch of locals with a common goal.”
Christian Munge, Farmer and Goobang Community Leader, 2019
Connected Colleagues Strategy

The public safety sector embraces an ‘All Hazards, All Agencies’ approach to emergency management. NCEMS supports the development of multi-agency teams by prioritising participant groupings from cross-jurisdictional areas, levels of government and organisations in different sectors.

The growth and development of NCEMS learners does not stop at the conclusion of the course. NCEMS will promote strong collegial connections post-training experience with ‘NCEMS+', an interactive forum for alumni to share ideas, contribute to innovative problem solving and engage with one another and NCEMS facilitators.

Areas for Program Growth in 2020

- Multi-Agency AIIMS
- Working with Spontaneous Volunteers
- Critical Incident Messaging
- The XX Factor: Championing for Change in Public Safety Leadership
- Command Under Pressure
- Women in Public Safety: Harness Your Leadership Potential
- Delivering Multi-Agency Exercises
- Inter-Agency Liaison Officer
- Lead in a Crisis

Further Information

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Reference