

Building Fire and Emergency New Zealand

Additional and changed proposals for reconsultation



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Message from Kerry Gregory, Deputy Chief Executive, Service Delivery

E mihi atu ki a koutou,

As you know, last week we announced a range of decisions following consultation on the proposals for our organisational structure and approach to rank.

Your feedback and views on the many moving parts included in this consultation were compelling and showed considerable thought and care for the future of our unified organisation. In the spirit of advancement and certainty, the decisions-making process highlighted three areas where we need to do additional work to achieve the fair and robust outcomes we are seeking.

With that in mind, I have decided the best way to ensure we continue making decisions that help us move forward together with certainty and strength, is to engage in further consultation with affected and impacted parties and their representatives about some specific areas relating to our structure.

The Executive Leadership Team (ELT) and Service Delivery Leadership Team (SDLT) are fully committed to continuing the comprehensive and fair process in place for Tranche 2 recruitment. We all want to ensure the outcomes of these important issues are enduring for all our people.

Our new ways of working are underpinned by our values and support an inclusive and transparent consultation approach on any proposed changes. I appreciate our need to re-consult on these matters extends the timeframe for some decisions you have been waiting for, however we will also make every effort to minimise further delays as a consequence of this proposal.

I am confident that, as with the decisions we have already announced, the outcome of this process will help steer us into the future and enable us to continue delivering our phenomenal service capability with a structure that focuses on all four “Rs” of emergency management: Reduction, Readiness, Response, and Recovery, across both the built and natural environments.

Thank you for your time and commitment as you consider and provide feedback on this revised proposal. Your input and ongoing support is crucial to this important step in shaping our Service Delivery branch and approach to rank as we continue to build a unified Fire and Emergency.

Whatungarongaro te tangata toitū te whenua

As man disappears from sight, the land remains

Noho ora mai rā

nā Kerry

Kerry Gregory

National Commander/Deputy Chief Executive Service Delivery

Introduction

Kupu Whakataki

Background

From 18 September to 18 October 2019 we consulted on the proposals for our organisational structure and approach to rank. These proposals were developed using contributions from our people and then shared with all personnel and their unions and associations. A significant amount of feedback was received on these proposals, and the unions have also been engaged with us on a range of issues and opportunities for further input.

On 11 June 2020 we announced decisions on these proposals that will result in the disestablishment of existing positions as proposed, establishment of most of the roles proposed, the addition of a small number of additional roles, as well as approach to rank, visual identifiers and new district boundaries.

While we will now work to implement the decisions we have communicated, there are a number of areas where we would like to obtain further feedback before final decisions are made. These areas are the subject of this Reconsultation Document and include:

1. A revised proposal for how we would assess fire and emergency response experience for applicants for the new District Manager and Group Manager roles prior to shortlisting for the positions
2. Additional proposals about how redeployment decisions would be made for District Manager, Group Manager and Community Risk Manager positions
3. Additional proposals about how redeployment decisions would be made for Community Readiness and Recovery and Risk Reduction Senior/Advisor positions
4. Changes to the proposed number and configuration of CRR and RR Management, Senior Advisor and Advisor positions
5. Proposed reduction in the size of the Risk Reduction Directorate Management team, including establishment of a proposed role of Risk Reduction and Investigations Manager in the National Risk Reduction team.

The purpose of this document

This document details revised proposals in each of the areas outlined above. Affected and impacted employees can provide their feedback on these additional proposals directly to Fire and Emergency NZ through ConsiderThis or through their union or association who will then provide feedback to Fire and Emergency NZ on behalf of their members. Consultation will be open for four weeks and will close on Monday 13 July at 5pm.

As reconsultation on these proposals will delay our ability to begin recruitment to District Manager, Group Manager, Community Risk Manager, Senior Advisor/Advisor CRR and RR roles, we will aim to move through the process of consideration of feedback and decision-making as quickly as we can. Our intention is to announce decisions on these remaining matters by the start of August and begin recruitment as soon as possible after that.

Proposals

Ngā whakakaupapa

1. Process to assess operational response leadership experience prior to shortlisting of applicants for District Manager and Group Manager positions

Original proposal

Section 8 of the Consultation Document included a proposal that the positions of District Manager and Group Manager would be ranked positions holding the ranks of Chief Officer and Deputy Chief Officer respectively¹, and there would be an interim rank assessment process as part of the recruitment process for the new roles.

The proposal set out that once appointments were made to new roles with accompanying ranks, a more comprehensive Technical Competency Framework would be developed. This new Framework and assessment process would be co-designed with unions and associations and consulted on prior to implementation. Personnel holding the applicable ranks would be assessed using the Technical Competency Framework and be subject to periodic reassessment.

We proposed that applicants for the new District Manager and Group Manager positions would need to be able to demonstrate that they have the relevant level of competence to operate at the required rank level to be appointed. In an ideal world we would have a Technical Competency Framework ready to enable a thorough assessment of this as part of the process to appoint to the new roles. As the Technical Competency Framework would not be ready in time, we proposed an interim assessment process, which was detailed in the proposal document (Section 8, pp69-71). It was proposed that meeting the requirements of the interim assessment would be a prerequisite to applying for the proposed new positions of District Manager and Group Manager.

The proposed interim fire and emergency response competencies for the District and Group Manager positions were:

Demonstrated fire and emergency previous experience	<u>OR</u> equivalent fire and emergency experience
Demonstrated recent fire and emergency response experience for a period of two consecutive years in a Region, District and or/area Leadership position. For example, Incident Management role at incidents as part of being on a Senior Officer operational response roster.	Evidence of successfully leading incidents that involved a level of complexity in terms of size, resources, risk or consequence and where you: <ul style="list-style-type: none">represented Fire and Emergency NZ and led the engagement with officials, stakeholders, public and media, including political engagementhad significant tactical and strategic response planning accountabilities.

There was considerable feedback highlighting concerns that the proposed assessment would be insufficient to give confidence that District Managers and Group Managers would have the competence required to effectively manage major incidents and ensure the health and safety of our personnel on the incident ground.

We completely agree it is vital that we have people with the required level of capability and experience leading our emergency response services. We are confident that Senior Officers on a Senior Officer operational response roster are competent today.

¹ Note this was a proposed title change from Area Commander and Assistant Area Commander.

The SDLT has given a considerable amount of thought to how we could create a more robust interim assessment, to provide assurance that these personnel meet the level of operational response requirements of the new ranked positions. This interim assessment will be replaced by the Technical Competency Framework.

New proposal

The revised proposal provides a higher level of assurance to Fire and Emergency NZ of the applicant's relevant level of incident leadership experience to fulfil the key operational response accountabilities required by District Manager and Group Manager positions.

In this context 'relevant level of incident leadership experience' is defined as having confirmed experience in a leadership role at a moderately severe incident (or above) at a national, regional or local-level response, as defined by CIMS 3rd edition 2019. Please see Appendix 1a for more detail about this.

Once developed, the Technical Competency Framework will be the sole method for attaining the proposed new ranks. In the meantime, however, it is proposed that appointment to District and Group Manager positions will come with *transitional* ranks, with the expectation that rank will be attained via assessment through the Technical Competency Framework once available.

Confirmation of Relevant Experience (CORE) assessment

The tool we are proposing to assess whether applicants have the required level of practical incident leadership experience is a questionnaire (CORE) that would be completed by the applicant, and verified through referee checks. Completion of this questionnaire would be required as part of the application process for the District Manager and Group Manager positions, and would be reviewed and evaluated by the SDLT.

The CORE Questionnaire has been designed to be easy to complete. It seeks to gather evidence about a candidate's incident leadership experience by asking candidates to answer "Yes" or "Not Applicable" to statements about demonstrated skills and knowledge at a relevant incident. The questionnaire does not use rating scales, or require the applicant to describe skills or knowledge in writing, as it focuses on the applicant's experience, rather than directly assessing a candidate's competence at an incident.

It is our preference real incident examples are provided. However, in the absence of candidates being able to provide suitable evidence at a real incident, evidence through participation in a relevant leadership role in a simulated exercise, involving a moderately severe incident, and time in role may be accepted. This acknowledges that moderately severe incidents do not occur frequently across New Zealand. Our proposal to allow tested simulated exercises would provide more opportunity for applicants wishing to apply for the District and Group Manager roles.

The CORE questionnaire would ask applicants to:

- Confirm and provide details to show that they have relevant experience leading a team at a moderately severe incident or above at a national, regional or local level. This could be a real-life incident or a tested simulated exercise.
- Provide details of the role/s they played at the incident/s and confirm that they demonstrated the criteria listed in the below table by answering yes or not applicable to a number of statements. Each statement will be allotted points based on relative level of importance.
- Nominate two people as referees who can verify the information provided.

Applicants would also be asked to confirm that, when leading a moderately severe incident (or above) they demonstrated the following competencies (2) (see below): To proceed to the shortlisting process for the DM and GM positions, applicants would be required to achieve at least 60% of the available points in every competency area.

Competency area	
1.	Modelling leadership and teamwork <i>For example: Delegation, coordination and organisation of activities within the team. Sharing the right information in a clear and constructive way.</i>
2.	Thinking and planning strategically <i>For example: Taking consideration of all relevant aspects of the incident and creating an effective plan of action.</i>
3.	Demonstrating self-awareness <i>For example: Maintaining your effectiveness and stability for yourself and others when facing stress and challenges.</i>
4.	Applying technical skills and knowledge <i>For example: Managing and operating according to relevant incident management system principles and structures.</i>

A copy of the draft CORE questionnaire and the relative assessment weightings proposed are shown in Appendix 1b.

The verification process would confirm the information provided in each candidate's questionnaire. All questionnaires would undergo a verification process using referees nominated by the candidate. This would include independent Fire and Emergency NZ verifiers confirming the incident examples given and consistency of answers between the applicant and their referees.

Questionnaires with discrepancies would have the applicant's name removed before being passed to the SDLT for review. The SDLT will receive full details of the CORE questionnaires with highlighted discrepancies and notes from the independent verifier in order to make their decision. The SDLT would decide if the discrepancy is sufficient to prevent the applicant proceeding to the next phase of recruitment.

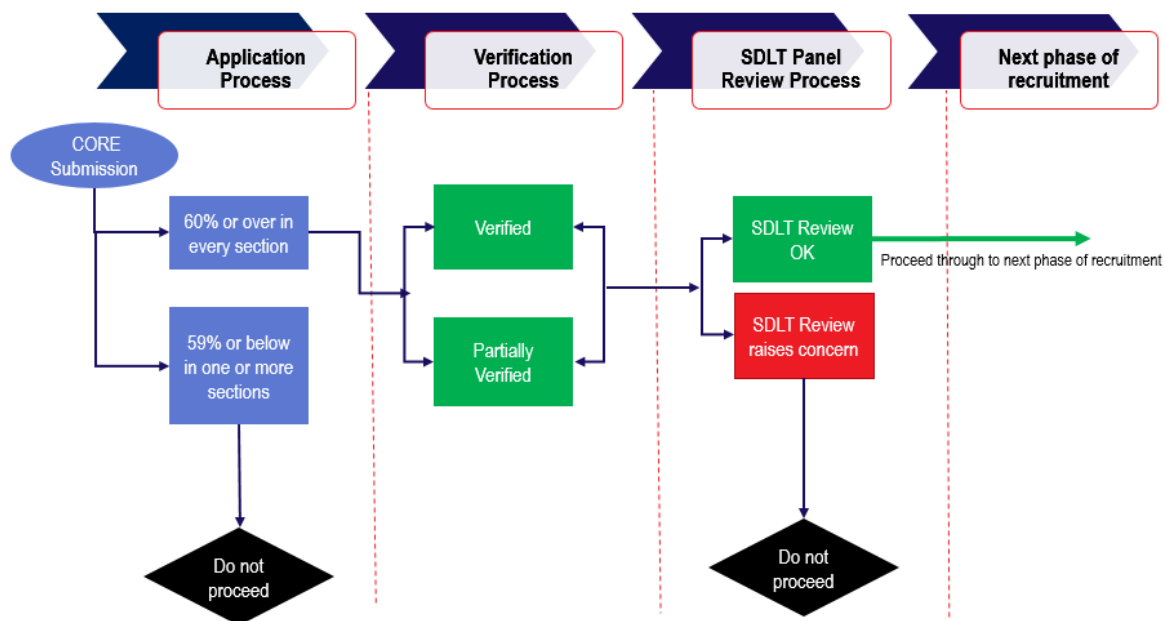
Questionnaires that contain only evidence of experience in a leadership role in simulated exercises would also be sent to the SDLT for review to determine if this is sufficient experience to pass through to the next phase of recruitment.

If a candidate does not meet the criteria for CORE, they would still be able to be considered for an unranked position. If the employee currently holds a rank, and is on a Senior Officer operational response roster, they would continue to be considered competent for these duties in the rank transition period.

² Please note these are not the same as the proposed key capabilities for recruitment, which are detailed in the person specifications of the draft position descriptions for the proposed District Manager and Group Manager positions.

The CORE Process:

CORE Assessment process



2. How redeployment decisions would be made for District Manager, Group Manager and Community Risk Manager positions

The Decision Document has confirmed the following aspects of the approach to recruitment to DM, GM and CRM positions. These decisions were consistent with the proposals outlined in the Consultation Document.

- Applications are open to all personnel once decisions announced and will remain open until final decisions on these proposals are announced.
- Applications will involve the need to complete an interim assessment of prior experience to hold the rank associated with the position being applied for (DM and GM roles only), submission of a CV and an application form.
- The selection process will be undertaken by panels consisting of Senior Managers, including the Region Managers and a Human Resources (HR) person.
- Shortlisted applicants will be assessed via a presentation, interview and possibly some other assessments, such as a written exercise. Reference checks may be undertaken.

To ensure affected staff have a clear understanding of how affected applicants for these roles would be assessed and how decisions would be made, and have an opportunity to provide feedback about this before decisions are made, additional proposals are provided as part of this reconsultation process.

New proposals

Selection Criteria

The following areas of critical capability were proposed as part of the position description documents for DM, GM and CRM positions. These were provided on the Portal during consultation.

Critical capabilities	Definition
Organisational leadership	Demonstrates collective leadership, thinks and acts strategically, leads with influence and achieves through relationships
Team leadership	Enhances team performance, inspires team members and achieves through others and the team
Personal leadership	Achieves ambitious goals, manages work priorities, displays intellectual agility and curiosity, manages self, displays self-awareness and a self-improvement focus
Technical knowledge	Has the qualifications, skills, knowledge and experience required to successfully undertake the position (detailed in the person specification section of the position description)
Stakeholder engagement and relationship management	Identifies and maintains effective relationships with internal and external stakeholders to achieve organisational outcomes and coordinates and collaborates with and across internal functions to ensure alignment of functions. Builds and maintains relationships with a wide range of people to achieve organisational outcomes
Analysis and judgement	Demonstrates strong qualitative and quantitative analytical ability, strong judgement and decision-making, ability to distil complex and competing information to identify key themes and issues and takes a strong evidence-based approach to decision-making
Results orientation	Demonstrates a drive for results and delivery of outcomes; promotes a culture of high performance
Communication	Demonstrates effective written, verbal and interpersonal communication skills and the ability to convey complex or technical information both verbally and in written form to a range of audiences

We still propose to assess these capabilities, however, we can now provide more detailed proposals about how the capability requirements would differ across the three types of roles, how they would be assessed and how redeployment decisions would be made.

Appendix 2 provides detail about the proposed selection criteria for each role. It describes what we would be looking for evidence of and what that evidence might look like for each of the capability areas. These are the criteria the panels would apply following the assessment process (based on what they have observed at the presentation, interview etc.). They are also the criteria that would be used as a guide for shortlisting applicants in the first instance, based on their CVs and applications.

Weightings

The following weightings for the capability areas across the three positions are proposed:

Critical capabilities	District Manager	Group Manager	Community Risk Manager
Organisational Leadership	25%	15%	15%
Team Leadership	20%	20%	15%
Technical knowledge	10%	20%	15%
Stakeholder engagement and relationship management	20%	20%	25%
Analysis and judgement	10%	10%	10%
Results orientation	7.5%	7.5%	10%
Communication	7.5%	7.5%	10%
TOTALS	100%	100%	100%

Rating scale

An overall assessment of the evidence gathered from the selection process would be made by the panel against the critical capabilities on a 5-point rating scale, where:

Rating	Definition
0	No evidence of the experience and abilities required
1	Shows a small amount of evidence of the experience and abilities required (ie, could be considered to show some evidence in some of the areas described, however, panel considers that insufficient overall evidence of the capability has been demonstrated in the assessment)
2	Shows some evidence of the experience and abilities required (ie, shows evidence in a some of the areas described, however, panel has some doubt from the assessment that the capability is at the minimum level required)
3	Shows a good amount of evidence of the experience and abilities required (ie, shows sound evidence in most of the examples describing the capability area – panel is confident from the assessment that the capability is sound)
4	Shows very strong evidence of the experience and abilities required (ie, shows sound evidence of all or most examples describing the capability area – panel is confident from the assessment that the capability is strong).

Once this rating process has been completed, the weightings for each area will be applied and an overall rating calculated (out of 40).

Where applicants have applied for multiple roles, this assessment would be undertaken for each role applied for against the different description of what we are looking for with each role (see Appendix 2).

Shortlisting process

Once applications for new positions have closed, the panels would shortlist applicants by applying a high-level initial assessment against the critical capability areas in the table above and the detailed descriptions shown in Appendix 2 based on the Redeployment Preference Form (RPF) and application forms and the applicant's CV.

The assessment would involve judgement from the panel about whether the affected employee could achieve a rating of 2 (some evidence of the required capabilities) or higher in all of the capability areas, based on the information provided. Where there are many applicants who achieve this level of rating at shortlisting, the highest rated applicants will be selected for interview, as there will be a limited number of interview slots available (e.g. maximum of 3 to 4 per position).

Wherever possible, we will give affected employees an opportunity to be interviewed for each position they apply for, provided they meet this minimum requirement, except where there are a relatively large number of affected staff who have also applied for the position who are assessed as providing significantly more evidence of the capabilities required than the affected staff member OR where there are multiple affected employees who could be shortlisted for the position and the employee has rated the position low in their preferences. The process for considering applications will be undertaken in a way that is consistent with the provisions of the Employee Transition Protocol (ETP). A copy of the ETP is available on the Portal.

Assessment process

Applicants who have been shortlisted for interview will be contacted to arrange a time for their assessment. Applicants will be provided with more information about the process at that stage, including some suggestions for how they can prepare for the assessment process. Assessments will be undertaken by a panel as described above and involve a presentation, interview and possibly some other assessments, such as a written exercise. Reference checks may be undertaken.

Offer process

A number of scenarios are possible in terms of how decision-making for the redeployment of affected employees to new positions would take place. These are outlined below, and more detail is also provided in the Employee Transition Protocol.

Scenario 1 – Candidate is the only affected staff member who has applied for the position – if the candidate achieves a **rating score of 3 or more** in all capability areas, they would be considered **SUITABLE** and would be offered the position. If the employee has also applied for other roles and has achieved the highest rating on the assessment for one or more of the positions they have applied for, they would also be offered those position/s (see Scenario 2 below) and they would have a choice of which to accept. They would have one week to make this decision (accept an offer).

Example:

Critical Capabilities	Rating achieved	≥ 3	Weighting for capability area (example)	Final weighted rating
Organisational Leadership	3	Yes	15%	4.5
Team Leadership	3	Yes	15%	4.5
Technical knowledge	3	Yes	20%	6
Stakeholder engagement and relationship management	3	Yes	15%	4.5
Analysis and judgement	3	Yes	15%	4.5
Results orientation	3	Yes	10%	3
Communication	3	Yes	10%	3
TOTALS	21	SUITABLE	100%	30

Scenario 2 – Multiple affected employees are considered suitable for a position – if more than one affected staff member has been assessed for the position and achieved an overall rating of SUITABLE, then the **total weighted rating** would be considered. The affected employee who has been rated the highest overall would be entitled to be offered the position. If, however, that person had indicated the role is a low preference for them, we would discuss this situation with them before making any offers.

Scenario 3 – An affected employee has applied for more than one position – as much as possible we would try to combine assessments for multiple applications into one interview, although this may require additional questions at interview and/or additional other assessments, such as presentations. Where an affected candidate has been rated as suitable for a number of roles, the panel would first consider the role they have been rated highest in and whether other affected employees have also applied for the role. If other affected employees have applied for, and been rated as suitable for the role, the panel would look at who has achieved the highest rating amongst this group and that person would be offered the position.

If the preferred candidate for a position is offered the position but accepts an offer of another position they have applied for, the position would be offered to the next highest rated SUITABLE candidate, unless that person indicates they have accepted another position and are not interested in the now available position.

Scenario 4 – More than one affected employee rates at the same highest total weighted rating – if there is more than one affected staff member assessed as SUITABLE and has the same highest total weighted rating, the following factors would be weighed up by the panel:

- whether it has been recommended that the affected employee receives an offer for another role or roles they have applied for – if not, then possibly offer them this role
- the degree of preference each of the employees has indicated for the role – we would aim to offer top preferred roles applied for to affected employees as much as possible.

3. How redeployment decisions would be made for CRR and RR Senior/Advisor positions

The Decision Document has confirmed the following aspects of the approach to redeployment to CRR and RR Senior/Advisor positions. These decisions were consistent with the proposals outlined in the Consultation Document:

For Senior Advisor positions:

- Expressions of Interest (EOI) will be restricted to Senior Fire Risk Management Officers (SFRMOs) and Deputy Principal Rural Fire Officers (DPRFOs) who have acted as Principal Rural Fire Officers (PRFOs) for two consecutive years in the first instance.
- Panels will consider which of these eligible affected employees have expressed a desire to be redeployed into the new positions on the assumption that all applicants who meet the above criteria³ are suitable.
- The process to fill any remaining Senior Advisor positions will take place once the redeployment process for affected staff has been completed. This will follow a normal recruitment process (advertised on the Portal). More information about which positions are available, the criteria for selection and the assessment process for Senior Advisor roles will be provided at a later date. We expect this is likely to be late 2020/early 2021.

For Advisor positions:

- Review of the EOI form and information provided by the employee (CV, EOI form) against available positions and recommendation of an offer of redeployment where there is a match between these two factors. (Note this may involve discussion with employees about preferences to see if this can create a match between these two factors wherever possible.
- On-paper evaluation of best applicants for contested positions (if any) by a panel using the proposed critical capabilities proposed below and information provided on the candidate's EOI form. Affected applicants would be given this evaluation for review and feedback before final recommendations are made.
- If necessary, an interview could be part of this decision-making process. Interview questions would be based on the critical capability areas.
- Panel recommendations to DCE for moderation and approval, then offers for redeployment made.

The following basic principles for redeployment to Advisor positions are proposed:

- The process to redeploy affected FRMOs, DPRFOs, (and SFRMOs who have not submitted an EOI for redeployment to a Senior Advisor position) would be one that assumes that all affected SFRMOs, DPRFOs and FRMOs are automatically considered SUITABLE for a CRR Advisor or RR Advisor position in the new structure.
- The redeployment process is about allocating these employees to the new positions in a way that provides the best match between (in order of priority):
 - organisational need (in terms of the number and location of the positions)
 - the skills and capabilities of the employee
 - the preferences of the employee.

Understanding the difference between the two types of Advisor roles will be important in the process to match affected employees to the type of Advisor role that aligns best with their capabilities and skillset. An explanation of these differences is provided below. More detail is provided in the position descriptions for the roles available on the Portal.

1. **Risk Reduction (RR) activity** (often referred to as technical fire safety) reduces hazards through the delivery and influence of regulatory tools, various legislation (such as the Building Act 2004, Resource Management Act 1991, Local Government Act 2002) and through joint partnership activities, such as the development of standards and technical guides used by industries, like forestry, commercial building designers and Local Territorial Authorities.

³ They are an SFRMO or have acted as Principal Rural Fire Officer for two consecutive years.

These activities underpin the safety of every New Zealander and visitor across where they live, work or socialise. The work of the Risk Reduction team also ensures the safety of firefighters when carrying out response operations, for example, through building evacuation plans that ensure appropriate location and sizing of exit and egress points. The partnerships, compliance and investigation work enables local and national activities to be evidence based and targeted to risk, with planning done in conjunction with groups such as the Land Management Forums and Local Advisory Committees.

2. **Community Readiness and Recovery (CRR) activities** focus on helping communities to realise their own potential to become better prepared for emergencies. This work is largely focused on preventing fires from occurring in the first place. Examples of CRR activities include the delivery of targeted national and local education programmes (FireWise school education, FireSmart rural fire safety initiatives, including guidance on fire as a land management tool, Home Fire Safety Visits).

Critical capabilities

The purpose of the critical capability requirements for these Advisor roles are to:

1. Assist affected employees to decide which preference they have for redeployment, based on their qualifications, capability strengths and interest as part of the EOI process.
2. Provide a basis for discussion between affected employees and the selection panels where review of the EOI for an affected employee results in a difference in assessment of the most suitable role for the employee based on the information provided by the employee on the EOI form and their knowledge of the employee and a basis for agreeing between the parties which type of role the employee is in fact most suited to.
3. Provide a way of undertaking a more formal assessment of who is best suited to a type of role when there are more people indicating they wish to be redeployed to a particular type of role than there are positions available in the District.

The proposed areas where particular focus would be given in the process to match affected employee skillsets with role types is shown below.

Role type	Areas of emphasis in terms of capabilities
Community Readiness and Recovery	<p>Stakeholder engagement and relationship management Role requires a strong ability to engage positively with others from a wide variety of backgrounds, create relationships of credibility and trust and influence others to achieve organisational objectives (eg, behaviour change). Incumbents need to be confident socially and enjoy engaging with others. Ideally, incumbents should have experience providing educational engagement in a community context</p> <p>Personal Leadership Role requires strong ability to consistently act as a positive role model and represent the organisation with integrity, humility and composure. It requires the ability to instil confidence and trust in Fire and Emergency NZ within communities and other stakeholder groups.</p> <p>Communication and Influence The role requires excellent <i>verbal</i> communication skills, including the ability to listen well to others, communicate clearly and succinctly and influence others in a way that is engaging and motivates behaviour change.</p>

Risk Reduction Advisor	<p>Technical knowledge Role requires incumbent to be considered a trusted and reliable authority and advisor on legislative, regulatory and compliance issues. Ideally, incumbents should hold specialist experience within the built and/or natural environments.</p> <p>Analysis and judgement Role requires strong ability to insightfully analyse and advise on complex issues and develop sound recommendations to support and enhance decision-making; and contributes to effective monitoring and sound organisational planning, risk mitigation and decision-making.</p> <p>Communication and Influence The role requires excellent written communication skills, including the ability to write clearly and succinctly and support quality decision making through the ability to 'tell the story' and convince others based on the evidence.</p>
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Additional scenarios applicable to all roles

In addition to the scenarios outlined above with regard to redeployment to DM, GM, CRM, RR and CRR positions, there are four scenarios that may also occur that we want to outline. These are not proposals but are included here to provide clarity around the redeployment process.

Scenario 5 – Affected employee does not submit EOI; or does not apply for a position; or declines all offers they receive as a result of the selection process – Once the evaluation of assessment process has been undertaken for employees who *did* submit preferences and offer recommendations are developed, we would work through a process in discussion with the affected employee to determine which of the positions that remain vacant at the end of the selection process (including vacancies elsewhere in the organisation) would be suitable. If a suitable opportunity is identified, and this opportunity is in the same District with substantially similar terms and conditions of employment, the affected employee would be offered the position. If the employee then declined that offer without reasonable grounds, they would not be eligible for redundancy compensation.

Scenario 6 – Affected employee has a preference for a position in a different District than they currently work in – redeployment recommendations would be undertaken based on existing affected employees within the District (based on people's substantive positions) first and, if there are any remaining positions available, the employee from the other District would then be considered. In this case, they may be entitled to relocation costs if they were offered the position.

Scenario 7 – Affected employee in a senior role applied for Manager roles and was not successful (and weren't eligible to submit initial EOI for Senior/Advisor roles) – if the employee is interested in being considered for a vacant Senior Advisor or Advisor role, we would work with them to determine if a suitable role was available following the redeployment recommendations process for the available roles. If no suitable redeployment opportunity was identified, the employee would be entitled to redundancy compensation.

Scenario 8 – Affected employee receives an offer of redeployment to a position but has a higher preference they do not yet know the outcome of – we would work with affected employees on an individual basis if this was the case.

4. Changes to the number and configuration of CRR and RR Management, Senior Advisor and Advisor positions

Original proposals

The proposals outlined in the Consultation Document with regard to the number and type of RR and CRR positions were as follows:

- District Community Readiness and Recovery Manager (x 8 positions)
- District Risk Reduction Manager (x 8 positions)
- District Risk Reduction and Community Readiness and Recovery Manager (x 9 positions)
- Senior Community Readiness and Recovery Advisor/Community Readiness and Recovery Advisor (x 75 positions)
- Senior Risk Reduction Advisor/Risk Reduction Advisor (x 73 positions).

The 16 proposed District Community Readiness and Recovery Manager and District Risk Reduction Manager positions were proposed to apply to the eight largest districts⁴, with the combined District Community Readiness and Recovery Manager position in smaller districts.

There was no proposed set ratio of Senior Advisors or Advisors in each District only a fixed number overall. The idea behind this was to allow Advisors to progress to Senior Advisors without having to wait for a vacancy to occur, provided they met a defined level of capability.

The Decision Document communicated the following decision the:

- nine positions of District Risk Reduction and Community Readiness and Recovery Manager (retitled Community Risk Manager) will be established
- positions of RR and CRR Senior Advisor and Advisor will be established.

New/changed proposals

The need to ensure our Service Delivery regional structure is financially affordable means that we have had to revisit some of the proposals outlined above.

The following new or altered proposals are therefore made:

1. **A combined Community Risk Manager (CRM) position would be established in *all* districts.** This would mean that we would not establish the 16 proposed positions of District Community Readiness and Recovery Manager and District Risk Reduction Manager in the larger districts but would have a combined CRM role instead. The reasons for the change to this proposal are:
 - The reduced cost involved in combining the role (reduction of 9 Management positions compared to proposal);
 - The achievability of having a single manager position owing to the proposed reduced number of CRR positions in the districts (see proposal below)⁵
 - Reduced potential for silos between RR and CRR activities and benefits from a single manager having oversight of both aspects of this work to ensure coordination and efficiency.

⁴ Waitemata, Auckland, Counties Manukau, Bay of Plenty, Waikato, Wellington, Canterbury, and Otago.

⁵ Noting that the span of control for four of the proposed roles would be between 10 and 12. This is considered manageable, though it is at the upper level of team size we would want to see.

2. **There would be a specific number of Senior Advisor positions established**, rather than there being no set number of Senior roles within the overall number of Advisory positions. This is not just a cost issue. Not capping the number of Senior positions creates a high potential for the number of Seniors Advisors to creep up over time. We do not believe the work requires a large number of Senior roles and the proposed number of Senior positions (see below) strikes a good balance between creating a career structure for employees and preventing 'Senior creep'.
3. We propose to establish **one Senior CRR position and one Senior RR position in each District**, giving a total of 34 Senior Advisor positions.
4. **We also propose a reduction in the overall number of RR and CRR Advisory positions from the 148 full-time equivalent (FTE) proposed to 130 FTE.** How these FTE are proposed to be allocated across the CRR and RR roles and across districts is shown in the table below.

District	Proposed number of Senior Advisor CRR positions	Proposed number of Senior Advisor RR positions	Proposed number of CRR Advisor positions	Proposed number of RR Advisor positions	Proposed total number of Senior and Advisor positions in District	Estimated FTE undertaking CRR/RR activities at present ⁶
Northland	1	1	2	4	8	6.35
Auckland 1	1	1	1	5	8	4.05
Auckland 2	1	1	1	5	8	6.7
Auckland 3	1	1	1	5	8	4.05
Waikato	1	1	2	6	10	6.45
Bay of Plenty	1	1	2	6	10	8.45
Tairāwhiti	1	1	1	1	4	1.7
Taranaki	1	1	0	3	5	3.8
Manawatu Whanganui	1	1	1	4	7	6.25
Hawke's Bay	1	1	1	4	7	4.8
Wellington	1	1	2	7	11	9.54
Nelson-Marlborough	1	1	1	5	8	6.6
Canterbury	1	1	3	7	12	9.35
South Canterbury	1	1	1	3	6	4.68
West Coast	1	1	0	1	3	1.7
Otago	1	1	2	5	9	6.9
Southland	1	1	1	3	6	3.8
Total overall number of positions	17	17	20	76	130	96.07

⁶ This FTE number has been calculated by estimating the proportion of community readiness and recovery and risk-reduction work currently undertaken as part of existing roles, estimated as 40% of the DRPFO role, 65% of the FRMO role and 10% of the PRFO role performing risk-recovery activity and 15% of the DRPFO role, 35% of the FRMO and 5% of the PRFO role performing community readiness and recovery activity.

The table also provides comparative data based on analysis of current RR and CRR activity within each District and overall. This shows a proposed uplift in overall RR and CRR capacity of around 34 FTE nationally.

These numbers represent a proposed reduction on 36 FTE on the previously proposed number of resources that would be focused on CRR activities. This will still create an increase on current capacity in the CRR area. While we do not consider this ideal, the need to reprioritise our available resources has meant that trade-offs will need to be made.

Improving outcomes in risk reduction is central to our legal mandate and is a theme that runs through all our strategic design documents⁷. It was the key intent of the Government reforms and it is embedded in the Fire and Emergency Act 2017 (the Act). It is also an area where we know we need to improve our performance as an organisation⁸. In a nutshell, reducing risk is the most effective thing Fire and Emergency NZ can do to protect our own people, our communities, their property and the environment.

Community Readiness and Recovery activities focus on helping communities to realise their own potential to become better prepared for emergencies. While our revised proposal would mean we would have fewer resources to achieve this goal, we will need to focus on how we can get the most out of this resource through clear prioritisation and targeting of our work programmes and looking at how we can work smarter through partnerships with others, for example.

5. Reduction in the proposed size of the Risk Reduction Directorate Management team

Original Proposal

The Consultation Document proposed the following *new* Management positions for the Risk Reduction Directorate⁹:

- Service Delivery Wildfire Manager
- Fire Investigation Manager
- Compliance and Enforcement Manager
- Risk Reduction Advisory Manager
- Service Delivery Sector Partnerships Manager.

The Decision Document provided final decisions to establish the new positions of Service Delivery Wildfire Manager, Compliance and Enforcement Manager and Service Delivery Sector Partnerships Manager.

New proposal

The new proposal is to establish one position that covers both investigation and risk-reduction advisory services. It is proposed this position would be called the Risk Reduction and Investigations Manager. This proposed role would combine the accountabilities of the proposed positions of Risk Reduction and Advisory Manager and Investigations Manager, neither of which would be established.

The main driver for re-focusing this role is to ensure that risk-reduction activities are intelligence led and activities at a national and local level are evidence based. Fire investigation is a primary input into achieving evidence-based decision-making, which enables Fire and Emergency NZ to influence wider government policy and standards; a core national risk-reduction activity.

⁷ These include the Blueprint document, our Statement of Intent (SOI) and Statement of Performance Expectations (SPE), Operating Model design documents and the National Strategy 2019-2045.

⁸ As part of the organisational design thinking, the OD team using subject matter experts ascertained our current level of performance across CRR and RR activity. Data of activity was sourced mainly from subject matter experts with a validation exercise, including interviews with staff and Managers, which was used to determine the shortfalls in the work. Not all activity/performance was included in this exercise and further work was subsequently done to broaden the performance picture relating to work in the 'rural side'.

⁹ Plus the existing position of Manager Fire Engineering which has now been renamed to Fire Engineering Manager.

This structure also aligns more closely with districts, where Risk Reduction Advisors and Senior Advisors ensure investigation learnings and outcomes are strongly connected.

The combining of these teams also enables a cost reduction in the overall structure without compromising investigation capability.

The Risk Reduction and Investigations Manager would be accountable for ensuring the development, implementation, maintenance and continuous improvement of risk-reduction and fire investigation policies, processes and reporting. The role would deliver this accountability through ensuring the effective leadership of the Risk Reduction and Investigations team and the robust management of resources, the development, implementation and monitoring of work programmes and the development and maintenance of relationships with key partners and stakeholders in ways that provide information and intelligence that can be used to ensure that service and support needs can be met.

A full proposed position description for the proposed role is provided in Appendix 3.

Impacts of change to proposal on existing positions

There would be no change to the impacts to existing positions than those already outlined in the Decision Document, other than a potential change to the reporting line for the Senior Specialist Fire Investigator positions.

How you can submit your feedback on these revised proposals

We encourage all employees whose substantive positions are affected or impacted from the previous consultation to submit feedback on the proposals directly to Fire and Emergency NZ through ConsiderThis or through their union or association, who will then provide feedback to Fire and Emergency NZ on behalf of their members. Consultation will be open for four weeks and will close on Monday, 13 July at 5pm.

Individual ConsiderThis login details will be emailed to the Fire and Emergency NZ email addresses of affected and impacted employees on the day consultation commences. If you do not receive an email, please contact the Integration People team with your name, brigade or team and preferred contact email address by one of the following ways:

- Email: considerthis@fireandemergency.nz
- Phone: 0800 232 015

Feedback can also be provided through your union or association.

Next Steps

Ngā Mahi Whai Muri

The following is an indicative timeframe for the key activities of this consultation and decision-making process. It should be noted these timeframes may be subject to change, depending on the feedback received during consultation. Any changes to these dates will be communicated through normal channels.

Step/stage	Indicative timeframe
Consultation period	Monday, 15 June to Monday, 13 July 2020
Feedback analysed and considered	Mid July to beginning of August 2020
Decisions communicated	Mid August 2020

Support for Staff

Tautoko mā ngā kaimahi

This section describes the support that is available to our people during this time of change.

We all respond differently to change. Fire and Emergency NZ acknowledges that this may be an unsettling time. We are committed to supporting our people through change. All personnel will have access to support.

Manager and HR contact



Your Manager is available to answer any specific questions or for you to raise individual issues.

You may also wish to speak to your HR person whose details are below:

HR contact	Contact details
Te Hiku Region Gareth Keir Fiona Clark	gareth.keir@fireandemergency.nz fiona.clark@fireandemergency.nz
Ngā Tai ki te Puku Region Karen Pickard Jasmin Deane	karen.pickard@fireandemergency.nz jasmin.deane@fireandemergency.nz
Te Ūpoko Region Michelle Richards Pam Finnie	michelle.richards@fireandemergency.nz pam.finnie@fireandemergency.nz
Te Ihu Region Jeremy Wheeler Jacqui Christie Carissa Maitland	jeremy.wheeler@fireandemergency.nz jacqui.christie@fireandemergency.nz carissa.maitland@fireandemergency.nz
Te Kei Region Glyn Kessell	glyn.kessell@fireandemergency.nz
National Headquarters HR Team	NHQHR@fireandemergency.nz

The Employee Assistance Programme (EAP)

Confidential advice and counselling for work-related and/or personal issues is available to all employees. If you are unsure about whether this service would be beneficial, you are encouraged to try it.

If located in ...	then contact...
Te Hiku Ngā Tai ki te Puku Te Ūpoko	Vitae Services on 0508 664 981 or complete the <i>Counselling referral form</i> at https://www.vitae.co.nz/contact/counselling-form/

Te Ihū Te Kei	either: <ul style="list-style-type: none"> EAP Services on 0800 327 669 or at eapservices.co.nz Workplace Support on 0800 443 445 (Region 4) or 0800 333 200 (Region 5) See workplacesupport.co.nz.
NHQ	EAP Services on 0800 327 669 or at eapservices.co.nz .

Further safety, health and wellbeing support can be found on the Portal:

<https://portal.fireandemergency.nz/how-do-i/safety-health-and-wellbeing/seek-safety-health-and-wellbeing-support>

Unions and associations

Unions and associations are available to answer any questions you may have. A contact list is below:

Union/association	Contact details
New Zealand Professional Firefighters' Union (NZPFU)	Ian Wright (President) – ian@nzpfu.org.nz 021 497 448 Wattie Watson (Secretary) – wellington@nzpfu.org.nz 021 928 819
Fire and Emergency NZ Commanders' Association (FECA)	Roy Breeze (President) – 027 290 8441 Des Irving (Secretary) – 0272 752 272
Public Service Association (PSA)	Keith McFadyen (Organiser) – 027 844 8913 Duncan Henry (Delegate) – 027 228 7701
Rural Professionals' Association (RPA)	Rob Hands (Chair) – 027 224 7912 Nigel Dravitzki (Deputy Chair) – 027 410 5103
United Fire Brigades Association (UFBA)	Bill Butzbach, Chief Executive – 04 237 2681, 027 482 2207, bill@ufba.org.nz

Independent advice

You are entitled to seek your own independent advice at your own cost, in respect of this proposal and the potential impacts on you.

Change toolkit

The Change toolkit contains a range of resources and information to help you during a time of change. It is available on the Portal:

<https://portal.fireandemergency.nz/national-teams/people-hr/change-support/>

Useful external websites

The following independent websites offer information, help and support during a restructuring process that you may wish to use:

Employment New Zealand	www.employment.govt.nz 0800 20 90 20
Citizen Advice Bureau	www.cab.org.nz 0800 367 222

Fire and Emergency NZ is committed to ensuring that all employees are fully supported through this process and welcomes any further suggestions on support that would be useful.

Appendix 1a – CIMS Incident Classification 2 (moderate severity)

		Severity			
		1 Minor	2 Moderate	3 Major	4 Severe
Response level	National (N)	N1 A minor national level response	N2 A moderate national level response	N3 A major national level response	N4 A severe national level response
	Regional (R)	R1 A minor regional level response	R2 A moderate regional level response	R3 A major regional level response	R4 A severe regional level response
	Local (L)	L1 A minor local level response	L2 A moderate local level response	L3 A major local level response	L4 A severe local level response
	Incident (In)	In1 A minor incident level response	In2 A moderate incident level response	In3 A major incident level response	In4 A severe incident level response

Response Level	Description
National	Includes national organisations' Coordination Centres and headquarters, and national level sector coordinating entities and clusters. Coordinated from National Coordination Centres (NCC).
Regional	Includes Civil Defence Emergency Management (CDEM) Groups, District Health Boards (DHBs), inter-regional DHB coordination, police districts, fire regions and regional organisation offices. Coordinated from Emergency Coordination Centres (ECC).
Local	Includes local authorities, DHBs and organisation offices at the local (district/city) level. Coordinated from Emergency Operations Centres (EOC).
Incident	The first level of official response. It includes first responders. Coordinated from Incident Control Points (ICP).
Community	The public, including individuals, families/whānau, community groups and businesses that participate in the response.

Incident Level	Roles	Context	Incident Example
National	Incident Controller OIC Fire Incident Commander Operations Manager Operations Commander Division Commander* Sector Supervisor* Sector Commander* <i>*within operations</i>	National/ International mobilisation and deployments have occurred (NIMT)	Pigeon Valley International Convention Centre Christchurch, Seddon & Kaikoura Earthquakes Australia, USA and Canada deployments 5th Alarm Level 3 incidents (multi agency jurisdiction/multi agency response)
Region	Incident Controller OIC Fire Incident Commander Operations Manager Operations Commander	Within region and minor inter- region mobilisation and/or deployments have occurred (RIMT)	Some 3rd alarm, mainly 4th alarm and above Some level 2 incidents, mainly level 3 incidents
Local	Incident Controller OIC Fire Incident Commander Operations Manager Operations Commander	Within area/district and minor inter- area/district mobilisation have occurred	3rd alarm and above Level 2 incidents (single agency jurisdiction/multi agency response)

Appendix 1b – Draft CORE criteria and related points allocations

MODEL LEADERSHIP AND TEAM WORK	Weighting Points	Scoring
I assessed the skills of my team and deployed them appropriately at the incident referred to above Deployment refers to delegation, organisation and coordination of activities within the team during this incident, ensuring the right people with the right skills are completing tasks at the right time.	2	Max score = 9 (60% = 5 or more points)
I maintained a focus on the health, safety and wellbeing of my team during this incident A key part of this focus includes working to minimise the effects of stress and fatigue your team members are experiencing. This involves monitoring the health, safety and wellbeing of all personnel at the incident and applying strategies to relieve stress and fatigue.	4	
I communicated key messages clearly to my team during this incident Sharing information in a clear, constructive and professional manner at all times is essential within each incident. As the leader, you do your part to support the team when required and clear direction and concise information sharing forms a part of this role.	2	
I believe my actions as a leader resulted in effective teamwork As a leader, displaying courage to make tough decisions, providing guidance to team members to accomplish the tasks required and supporting the team to cooperate to enhance team performance all work towards providing the right environment for effective teamwork.	1	

THINK AND PLAN STRATEGICALLY	Weighting points	Scoring
I delegated, organised and coordinated activities within my team during this incident.	2	Max score = 12 (60% = 7 or more points)
I considered this incident from different perspectives (including exploring options and assessing consequences) before taking action. A key part of creating an effective plan of action is to take into consideration all relevant aspects of the incident and convert this into a plan that applies directly to the situation at hand. This involves analysis, interpretation and processing of differing pieces of information in order to draw appropriate conclusions.	4	
I asked effective questions and listened to ensure clear understanding was achieved as the incident situation developed. A leader must stay focused and have the ability to effectively question the most appropriate people at the scene and receive information in order to make sure a relevant plan is adopted. Additionally, a leader should be amending the plan as more information comes to hand and make sure that these changes are clearly communicated to their team	3	
I provided my team with a clear plan during this incident. For example, an incident action plan. As a leader, a clear plan outlines both direction but also roles and responsibilities of all individuals that make up the team.	3	

DEMONSTRATE SELF AWARENESS	Weighting points	Scoring
<p>I actively managed my attitude/s and emotional state during the incident (e.g. avoided 'Cabbage head' behaviour)</p> <p>As a leader, maintaining your effectiveness and stability for yourself and others when facing stress and challenges, is an important factor of leading a team. This involves remaining grounded under pressure, employing resilience and focusing on the objectives in the face of adversity.</p>	3	<p>Max score = 12 (60% = 7 or more points)</p>
<p>I demonstrated flexibility and adaptability in my approach to leading at this situation</p> <p>On completing analysis, interpretation and processing of the differing pieces of information that become available during an incident a leader must be able to not only draw the appropriate conclusions but also adapt the plan of action to suit the need.</p>	4	
<p>I used my expertise and demonstrated my self-awareness to request assistance from others as the incident moved beyond the capacity and/or capability of myself and/or my team.</p> <p>A good leader knows when to ask for input from others in the interests of gaining the best outcome. This may mean giving control to another person or asking for additional information and expertise (that differs from your own) to assist in decision making.</p>	3	
<p>Did this incident provide you with an opportunity to reflect on your own skills and also the skills of your team.</p> <p>As a leader, self-reflection on your own actions, strengths and focus areas is important to continue developing in your role. It is also important that you support the ongoing growth of the individuals in your team by recognising strength and focus areas and providing ongoing support to your team so that they may develop to be the best that they can be.</p>	2	

APPLY TECHNICAL SKILLS AND KNOWLEDGE	Weighting points	Scoring
<p>I identified and applied the appropriate legislation and Incident Management principles/structures e.g. CIMS, Interim Command and Control Policy</p> <p>As a leader at an incident you not only lead your team but also manage and operate according to relevant Incident Management System principles and structures.</p>	3	<p>Max score = 14 (60% = 8 or more points)</p>
<p>I used my hazard specialist knowledge to better understand the situation and to size up the incident.</p> <p>Sizing up also includes understanding the organisational capabilities and limitations of stakeholders</p>	4	
<p>I used the GSMEACS structure in the process of SITREPS, incident action planning and handover at this incident.</p> <p>Situation, Mission, Execution, Administration & logistics, Command, control & communications and Safety</p>	3	
<p>I employed the appropriate and available technologies and tools in order to optimise the incident outcome</p> <p>Eg, weather forecasting and fire modelling</p>	2	
<p>As a leader at this incident I also considered the long term impact of the incident, including planning for recovery</p> <p>Your action planning must also consider the community and environment as part of the overall risk assessment. This might also include interested parties, Iwi, Local Government, local growers etc.</p>	2	

Appendix 2 – Proposed selection criteria for DM, GM and CRM positions

ORGANISATIONAL LEADERSHIP

DISTRICT MANAGER

We are looking for evidence of:

Sound understanding of the new ways of working and operational delivery model, and the ability to apply these goals to the work they would do in the new role.

Experience working collaboratively and constructively as part of a leadership team, preferably with a regional focus.

The ability to develop and lead large and complex work programmes to achieve organisational strategies.

The ability to develop effective plans and strategies that take a 1 to 5 year view of how the district will contribute to the achievement of strategic and operational goals across the 4Rs.

Evidence could include:

- Example of when the candidate played a leadership role as part of a wider management team or similar group to achieve an important outcome or solve a challenging problem.
- Example of when the candidate has developed and led a medium to long term plan to successfully achieve an organisational goal.
- Demonstration of the ability to accurately and insightfully describe critical organisational goals (including new ways of working across the 4Rs), and how these goals could most effectively be achieved within the specific environment of the district.

GROUP MANAGER

We are looking for evidence of:

Sound understanding of the new ways of working and operational delivery model, and the ability to apply these goals to the work they would do in the new role.

Experience working collaboratively and constructively as part of an operational management team.

The ability to develop and lead operational plans for their team to effectively deliver performance standards and organisational goals.

The ability to understand organisational goals and lead operational teams to contribute to the achievement of those goals.

Evidence could include:

- Example of when the candidate played a key role as part of a management team or similar group to achieve an important operational outcome or solve a challenging problem.
- Example of when the candidate has developed and implemented an operational plan for their team to successfully achieve an organisational goal.
- Demonstration of the ability to accurately describe the organisation's key goals (incl. new ways of working across the 4Rs) and insightfully articulate how current operational practice and ways of working within and across groups will need to change in the future to achieve these goals.

COMMUNITY RISK MANAGER

We are looking for evidence of:

Sound understanding of the new ways of working and operational delivery model, and the ability to apply these goals to the work they would do in the new role.

Experience working collaboratively and constructively as part of a management team.

The ability to develop and lead workplans for their team and the wider district that align with national goals and strategies and contribute to broader organisational goals.

The ability to identify intelligence, trends, areas of risk or opportunity that contributes to wider organisational plans or decision making.

Evidence might include:

- Example of when the candidate played a key role as part of a management team or similar group to achieve an important operational outcome or solve a challenging problem.
- Example of when the candidate has used their knowledge and understanding to influence an important decision or solve a difficult problem. - ability to make connections and influence others to achieve a good outcome.
- Demonstration of a sound and insightful understanding of the role the CRM will play in the achievement of future organisational goals, and an ability to describe key priority areas for action in the district to achieve these goals.

TEAM LEADERSHIP

DISTRICT MANAGER

We are looking for evidence of:

A commitment and ability to foster a positive, inclusive and empowering team environment, where everyone knows what they need to be doing, are trusted and well supported to achieve the goals set, and are engaged and motivated.

The ability to effectively lead a large team of operational staff, including personnel working in multiple locations and/or with diverse engagement arrangements e.g. volunteers, employees, contractors.

The ability to provide a high level of problem solving and risk mitigation support for their team on complex and/or high-risk operational issues.

Evidence could include:

- Demonstration of understanding of different challenges involved in managing a large and diverse team across different locations, and the ability to explain how their approach to team management maximises team performance and achieves results.
- Example of when the candidate has communicated an important goal or plan, and effectively managed a large team to achieve the or complex goal/required outcome.
- Example of when the candidate has successfully provided critical problem solving or guidance to their team on a complex or high-risk issue.

GROUP MANAGER

We are looking for evidence of:

A commitment and ability to foster a positive, inclusive and empowering team environment, where everyone knows what they need to be doing, are trusted and well supported to achieve the goals set, and are engaged and motivated.

Proven experience developing and managing a diverse operational team (e.g. of employees, volunteers and contractors) to achieve a positive working culture and high performance.

The ability to effectively communicate district goals and plans, ensure their team understand how what they do contributes to this, and actively guide and enable them to achieve the operational performance standards required.

Evidence could include:

- Example of when the candidate has successfully provided problem solving or guidance for their team on a significant (complex and/or high risk) operational issue.
- Demonstration of understanding of how to manage a diverse team to maximise team performance and achieve results.
- Example of when the candidate has communicated an important goal or plan, and effectively managed their team to achieve the or complex goal/required outcome.

COMMUNITY RISK MANAGER

We are looking for evidence of:

A commitment and ability to foster a positive, inclusive and empowering team environment, where everyone knows what they need to be doing, are trusted and well supported to achieve the goals set, and are engaged and motivated.

Proven experience developing and managing a team to achieve a positive working culture and deliver on team goals.

The ability to translate national goals and strategies into team plans and activities to deliver results.

Evidence could include:

- Example of when the candidate has successfully provided problem solving or guidance for their team on a significant (complex and/or high risk) issue.
- Demonstration of understanding of how to manage a team to maximise team performance and achieve results.
- Example of when the candidate has communicated an important goal or plan, and effectively managed their team to achieve the or complex goal/required outcome.

TECHNICAL KNOWLEDGE

DISTRICT MANAGER

We are looking for evidence of:

An in-depth understanding of effective management of fire readiness, response, reduction and recovery in both built and natural environments, and how the characteristics of the district impact how these can be most effectively managed to achieve organisational goals.

An in-depth understanding on relevant legislative, statutory and compliance requirements.

Evidence might include:

- Demonstration of understanding of key principles of effective fire readiness, response, reduction and recovery in both built and natural environments through the ability to set clear and meaningful priorities for the work of the district in the short, medium and long term.
- Demonstration of ability to insightfully and accurately apply their knowledge of legislative, statutory and compliance requirements to a complex issue.

GROUP MANAGER

We are looking for evidence of:

A sound understanding of effective and safe management of operational response, in either (or ideally both) built and natural environments, and how the characteristics of the local area impact how these can be most effectively managed.

A sound understanding on relevant legislative, statutory and compliance requirements.

Evidence might include:

- Demonstration of understanding of key principles of effective *fire readiness*, response, reduction and recovery in both built and natural environments, and how the operational work of brigades can best contribute to key priorities in these areas.
- Demonstration of ability to insightfully and accurately apply their knowledge of legislative, statutory and compliance requirements to a complex operational issue.

COMMUNITY RISK MANAGER

We are looking for evidence of:

A sound understanding of strategies, approaches and activities to effectively reduce risk and improve community readiness and recovery, and how the characteristics of the district impact on how these can be most effectively managed.

A sound understanding on relevant legislative, statutory and compliance requirements, and the fire investigation process.

Evidence might include:

- Demonstration of ability to develop and communicate sound strategic guidance on how improvements in fire readiness, reduction and recovery can be achieved in the district and nationally.
- Demonstration of ability to insightfully and accurately apply their knowledge of legislative, statutory and compliance requirements to a complex issue.

STAKEHOLDER ENGAGEMENT AND RELATIONSHIP MANAGEMENT

DISTRICT MANAGER

We are looking for evidence of:

The ability to lead the district's engagement activities and successfully manage key stakeholder relationships, representing the organisation at a senior level.

The ability to develop positive relationships and effective partnerships and engagement with iwi, and other agencies, and strategically important community groups or individuals.

The ability to identify and implement the need to develop key (internal and external) relationships to achieve organisational goals.

The ability to represent FENZ and the government with authority, credibility and humility.

Evidence might include:

- Example of when the candidate has worked to develop and/or improve a relationship with a key stakeholder or stakeholders to successfully achieve an important organisational goal.
- Demonstrated ability to understand how engagement with an iwi group might be different to other engagement, and an example of when they have successfully managed this type of engagement.
- Demonstration that they understand the role of FENZ as a government agency, and examples of when they have successfully worked in partnership with another agency or authority.

GROUP MANAGER

We are looking for evidence of:

The ability to lead local engagement activities and successfully manage key stakeholder relationships, representing the organisation at all levels.

The ability to develop positive relationships and effective partnerships and engagement with iwi, and other agencies, and strategically important community group or individuals.

The ability to identify and implement the need to develop key (internal and external) relationships to achieve organisational goals.

The ability to represent FENZ and the government with authority, credibility and humility.

Evidence might include:

- Example of when the candidate has worked to develop and/or improve a relationship with a key stakeholder or stakeholders to successfully achieve an important operational goal or organisational objective.
- Demonstration of a clear understanding of their key stakeholders would be in the role, and how they might work to build and maintain relationships with these people.
- Example of when they have successfully worked to build trust and influence with a key stakeholder or stakeholder group.

COMMUNITY RISK MANAGER

We are looking for evidence of:

The ability to lead the development of district stakeholder engagement plans, and work collaboratively with the wider district management team to ensure a coordinated approach designed to achieve district goals.

Experience working across a wide range of stakeholder groups, including central and local government and communities to successfully achieve outcomes.

Evidence might include:

- Example of when the candidate has worked to develop and/or improve a relationship with a key stakeholder or stakeholders to successfully achieve an important operational goal or organisational objective.
- Demonstration of a clear understanding of their key stakeholders would be in the role, and how they might work to build and maintain relationships with these people.
- Example of when they have successfully worked to build trust and influence with a key stakeholder or stakeholder group.

DISTRICT MANAGER

We are looking for evidence of:

A track record of sound and timely decision making.

The ability to consistently show good judgement, including on complex strategic and operational issues.

The ability to prioritise well and focus on the right things.

The ability to think tactically and strategically to solve problems and achieve goals.

The ability to insightfully reflect on outcomes and show self-awareness and learning.

Evidence might include:

- Example of when they have made a successful decision on a complex or highly sensitive issue, and demonstration that they were able to do this in an insightful, and timely way that created the right outcome/s.
- Demonstrated ability to discriminate urgent from important and spend their time focusing on the things that make the most difference to achieving the required outcomes.
- Demonstrated ability to apply knowledge of district environment and challenges, and think tactically and strategically to achieve goals.

GROUP MANAGER

We are looking for evidence of:

A track record of sound and timely decision making.

The ability to consistently show good judgement, including on complex operational issues.

The ability to prioritise well and focus on the right things.

The ability to effectively foresee and mitigate health and safety impacts on operational staff.

Ability to think tactically and strategically to solve problems and achieve goals.

The ability to insightfully reflect on outcomes and show self-awareness and learning.

Evidence might include:

- Example of when they have made a successful decision on a challenging operational issue (e.g. health and safety related), and demonstration that they were able to do this in an insightful, and timely way that created the right outcome/s.
- Demonstrated ability to discriminate urgent from important and spend their time focusing on the things that make the most difference to achieving the required outcomes.
- Demonstrated ability to apply knowledge of local environment and challenges, and think tactically and strategically to achieve goals.

COMMUNITY RISK MANAGER

We are looking for evidence of:

A track record of sound and timely decision making.

The ability to consistently show good judgement and develop sound strategies to achieve organisational goals.

The ability to prioritise well and focus on the right things.

The ability to think tactically and strategically to solve problems and achieve goals.

The ability to insightfully reflect on outcomes and show self-awareness and learning.

Evidence might include:

- Example of when they have made a successful decision on a challenging issue, and demonstration that they were able to do this in an insightful, and timely way that created the right outcome/s.
- Demonstrated ability to discriminate urgent from important and spend their time focusing on the things that make the most difference to achieving the required outcomes.
- Demonstrated ability to apply knowledge of district environment and challenges, and think tactically and strategically to achieve goals.

RESULTS ORIENTATION

DISTRICT MANAGER

We are looking for evidence of:

The ability and commitment to deliver on their plans and commitments.

The ability to think proactively and strategically about how to achieve results, and make this happen.

Evidence might include:

- Example of when the candidate has shown ability and extra commitment to deliver what they say they will deliver on time.
- Example of when the candidate has had to problem solve and show persistence to successfully achieve a required result under difficult circumstances.

GROUP MANAGER

We are looking for evidence of:

The ability and commitment to deliver on their plans and commitments.

The ability to think proactively and strategically about how to achieve results, and make this happen.

Evidence might include:

- Example of when the candidate has shown ability and extra commitment to deliver what they say they will deliver on time.
- Example of when the candidate has had to problem solve and show persistence to successfully achieve a required result under difficult circumstances.

COMMUNITY RISK MANAGER

We are looking for evidence of:

The ability and commitment to deliver on their plans and commitments.

The ability to think proactively and strategically about how to achieve results, and make this happen.

Evidence might include:

- Example of when the candidate has shown ability and extra commitment to deliver what they say they will deliver on time.
- Example of when the candidate has had to problem solve and show persistence to successfully achieve a required result under difficult circumstances.

COMMUNICATION

DISTRICT MANAGER

We are looking for evidence of:

The ability to communicate clearly and effectively verbally and in writing.

The ability to communicate with a range of audiences in a way that is engaging and clear.

Evidence might include:

- Delivery of a clear, succinct and engaging presentation and answers to interview questions to the panel.
- Achievement of clear, succinct and engaging writing in the written assessment.
- Example of when the candidate has managed to communicate well with stakeholders to achieve a goal.

GROUP MANAGER

We are looking for evidence of:

The ability to communicate clearly and effectively verbally and in writing.

The ability to communicate with a range of audiences in a way that is engaging and clear.

Evidence might include:

- Delivery of a clear, succinct and engaging presentation and answers to interview questions to the panel.
- Example of when the candidate has managed to communicate well with stakeholders to achieve a goal.

COMMUNITY RISK MANAGER

We are looking for evidence of:

The ability to communicate clearly and effectively verbally and in writing.

The ability to communicate with a range of audiences in a way that is engaging and clear.

Evidence might include:

- Delivery of a clear, succinct and engaging presentation and answers to interview questions to the panel.
- Example of when the candidate has managed to communicate well with stakeholders to achieve a goal.

DRAFT POSITION DESCRIPTION

RISK REDUCTION AND INVESTIGATIONS MANAGER

SERVICE DELIVERY BRANCH

Location:	National Headquarters Wellington
Reports to:	National Manager Risk Reduction
Position number:	Tba
Position status:	Permanent
Version date:	Draft at April 2020

ABOUT FIRE AND EMERGENCY NZ

For more than 150 years fire service organisations have been at the heart of New Zealand communities.

Our vision is to build stronger communities and protect what matters most to the people within them.

We have around 14,000 personnel, based across New Zealand. We work closely with the public to reduce risk, improve readiness, respond to emergencies and help communities to recover from disaster.

Our organisation is made up of career and volunteer firefighters, as well as people in specialist and support positions. The work we do is critically important and maintaining public trust and confidence is vital to the performance of our responsibilities.

We're building a modern emergency management organisation with the structure, resources and skills to protect life, property and New Zealand's unique environment.

POSITION PURPOSE AND SCOPE

As a member of the Risk Reduction Leadership Team, the Risk Reduction and Investigations Manager is accountable for ensuring the development, implementation, maintenance and continuous improvement of risk-reduction and fire investigation policies, processes and reporting.

The Risk Reduction and Investigations Manager will deliver this accountability through ensuring the effective leadership of the Risk Reduction and Investigations team and the robust management of resources, the development, implementation and monitoring of work programmes and the development and maintenance of relationships with key partners and stakeholders in a way that provides information and intelligence that can be used to ensure that service and support needs can be met.

Financial delegations: Tba

Staff responsibility: Tba

KEY COLLECTIVE ACCOUNTABILITIES FOR SERVICE DELIVERY LEADERSHIP POSITIONS

- Form and foster a cohesive and high-performing team that ensures people are well led at all levels within the Service Delivery Branch
- Place the safety, health and wellbeing of all of our people at the forefront of decision-making
- Ensure communities and partners are at the forefront of all our work
- Engage effectively and work collaboratively with all branches to build alignment and achieve organisational goals
- Ensure the organisation, through its ways of working, systems, processes and decision-making, takes into account and respects the diversity of contributions from all of our workforce and actively promotes, sponsors and improves our engagement and relevant outcomes for Māori
- Lead ongoing change to establish and maintain a unified organisation founded on a respectful and inclusive culture
- Ensure all decision-making takes into account the 10 key principles of volunteerism
- Promote and achieve organisational cohesion through fostering a culture of continuous improvement, collaboration and organisational learning
- Capture and promote the value Fire and Emergency NZ adds to New Zealand to enhance the organisation's public profile
- Ensure that the work environment rewards positive behaviour and is safe and free of unwanted behaviour, including bullying and harassment of any form.

KEY MANAGEMENT ACCOUNTABILITIES FOR SERVICE DELIVERY LEADERSHIP POSITIONS

- Implement an integrated and unified service delivery model within the Risk Reduction and Investigations team
- Create an environment that enables and reinforces high performance
- Monitor performance against expectations and the values and standards of behaviour the organisation has set.

KEY FUNCTIONAL ACCOUNTABILITIES FOR THIS POSITION

Leadership and Management

- As a member of the Risk Reduction Leadership team, lead the development, prioritisation and implementation of plans and programmes of work across Service Delivery that are aligned with the organisation's strategies and direction, with specific responsibility for risk reduction and fire investigations
- Lead the planning and implementation of a business plan for the Risk Reduction and Investigations team that are coordinated with, and supportive of, plans for other Service Delivery directorates and teams
- Lead and develop a Risk Reduction and Investigations team that works collaboratively and collectively within risk reduction and across Service Delivery to deliver an effective and targeted work programme
- Lead the Risk Reduction and Investigations team's engagement activities to ensure that key partners and stakeholders are identified, and structured plans are developed, implemented and monitored to enhance and maintain these relationships

- Lead the implementation of systems and processes to ensure that all people management processes and practices eg, recruitment, appraisal, performance management, learning and development and communication are effectively implemented within the team and that all staff and contractors benefit from good leadership and management
- Develop and maintain a strong connection with Community Risk Managers to ensure the development of the National Workplan is informed by community risk, and enables effective and timely implementation
- Ensure that data, information and intelligence is collected, validated and utilised to monitor and manage the delivery of specialist services and identify and enable on-going improvements
- Ensure that all resources – people, finance and assets – are effectively managed across the Risk Reduction and Investigations team in line with organisational policies and delegations.

Risk reduction

- Lead and manage the development and implementation of a Risk-reduction Framework aligned to the organisation's Risk Reduction Strategy
- Lead and manage the provision of robust and timely advice and expertise to internal and external stakeholders that is aligned with the organisation's strategies and policies and reflects international best practice
- Lead and manage the development and implementation of national risk-reduction programmes and initiatives appropriate to the needs and risks of our communities and sector partners
- Ensure there are strong delivery mechanisms in place to ensure all personnel are provided with the systems, processes and tools to carry out their risk-reduction functions and activities
- Work closely and provide expertise to cross-agency legislative and regulatory development and reform to achieve government outcomes.

Fire Investigations

- Lead and manage a contemporary fire investigation practice
- Ensure the provision of advice, development and support services to staff and contractors undertaking structural, vegetation and wildfire investigations to ensure they have the required capability and currency to undertake all components of this function, including investigation methods, analysis and documentation
- Ensure the organisation can provide the required level of capability to meet performance standards and measures for fire investigations in the built and natural environments
- Work closely with the National Operational Standards team to ensure that relevant operating standards reflect international best practice and organisational requirements
- Work closely with regions and districts to ensure they receive an agreed level of advice, expertise and support from the Risk Reduction Advisory and Fire Investigations team to build capability and achieve performance indicators
- Ensure the ongoing availability and provision of external expertise to undertake complex fire investigations on behalf of the organisation
- Ensure trend analysis is undertaken as a result of fire investigations to identify patterns and risks to inform decision-making, including operational practice and legislative reform
- Undertake all other reasonable duties as requested and required.

All Service Delivery employees, regardless of their position may contribute to surge response events, in accordance with their skills and experience. For employees in non-response and non-ranked positions there is no mandatory requirement to contribute to surge response events. As an organisation we understand that some people may not wish to, or be able to, do this for personal and/or family reasons, particularly outside of their hours of employment or away from their usual place of work.

SAFETY, HEALTH AND WELLBEING RESPONSIBILITIES

- Understanding, and leading by expectation and example, a duty of care for safety, health and wellbeing in relation to all Fire and Emergency NZ people, workplaces and work activities under direct influence and control
- Managing to specific requirements, as set out in the Safety, Health and Wellbeing Policy for Fire and Emergency NZ.

KEY RELATIONSHIPS

Internal

- People and OCE directorates
- Service Delivery Leadership Team
- National Community Readiness and Recovery Directorate
- Region and District Managers
- Community Risk Managers
- District Risk Reduction teams

External

- Emergency services partners
- Relevant Central Government agencies
- Territorial local authorities
- Building, farming and forestry sector
- Insurance industry
- International peer agencies
- External fire investigators

PERSON SPECIFICATION

This should be read in conjunction with the key capabilities for recruitment in the following section

Experience

- Experience interpreting and applying relevant legislation, regulations and compliance requirements to decision-making
- Experience developing and implementing significant work programmes and projects
- Experience leading and managing people
- Experience leading a team of specialists and technical experts
- Experience conveying complex and technical information to a range of audiences
- Experience working across government to achieve outcomes
- Experience managing contracts for provision of specialist expertise
- Significant experience undertaking investigations (including fire) across a range of environments
- Significant experience developing and implementing operational policy, processes, guidelines and tools.

Qualifications and/or Demonstrated Knowledge

- Relevant tertiary qualification or equivalent experience desirable
- Sound understanding of the statutory framework and the political, social and economic settings in which the organisation operates, including the machinery of government and policy making process
- Understanding and experience in formal project management methodologies

- Understanding and experience implementing the principles of risk management, including identification, mitigation, likelihood and consequence
- Understanding of the principles of readiness, response, reduction and recovery
- Indepth understanding of best practice fire investigation methodology across both the built and natural environments
- Understanding of the use of research and evidence to inform decision-making.

Skills

- Demonstrated ability to interpret and apply relevant legislation, regulations and compliance requirements
- Demonstrated political acumen and savvy to support robust decision-making
- Demonstrated credibility with key stakeholders and partners
- Demonstrated ability to manage multiple and conflicting priorities
- Demonstrated ability to represent the organisation in a range of settings
- Current driver licence.

KEY CAPABILITIES FOR RECRUITMENT

BRANCH LEADERSHIP

Providing collective leadership	<ul style="list-style-type: none">• Thinks and acts strategically; works collaboratively with Branch colleagues and across branches to deliver the organisation's strategy and enhance the organisation's performance.
Leading with influence	<ul style="list-style-type: none">• Leads and communicates in a clear, persuasive and impactful way; tailors influencing approach so it is fit for purpose and progresses the organisation's outcomes.
Achieving through external relationships	<ul style="list-style-type: none">• Builds and fosters effective external relationships to progress the organisation's strategic objectives; works in partnership with external parties.

TEAM LEADERSHIP

Enhancing team performance	<ul style="list-style-type: none">• Enhances the performance and culture of the team; gains buy in to change and compels people to action; monitors team performance and adjusts strategy to maximise team performance.
Inspiring our people (employees and volunteers)	<ul style="list-style-type: none">• Inspires their people (wins hearts and minds); adapts leadership approach so it is consistently fit for purpose.
Achieving through others	<ul style="list-style-type: none">• Ensures people are clear about what is expected of them and that they receive the feedback and encouragement to bring out the best in them; prioritises coaching and developing staff; builds the people capability to deliver organisational outcomes.
Achieving through the team	<ul style="list-style-type: none">• Leverages the talents of their team; builds a cohesive and high-performing team.

PERSONAL LEADERSHIP

Achieving ambitious goals	<ul style="list-style-type: none">• Demonstrates achievement drive, ambition, optimism and a delivery focus; makes things happen and achieves ambitious outcomes.
Managing work priorities	<ul style="list-style-type: none">• Works at the right level and on the right things; delivers on their short-term and long-term objectives across the breadth of their role.
Displaying intellectual agility and curiosity	<ul style="list-style-type: none">• Thinks critically and broadly, displays curiosity and flexibility in analysing ideas and information; seeks and values the input of others, makes timely and fit-for-purpose decisions.
Managing self	<ul style="list-style-type: none">• Displays grit, courage, resilience, humility and integrity; manages reactions and demonstrates composure and consistency in their behaviour and emotions.
Displaying self-awareness and a self-improvement focus	<ul style="list-style-type: none">• Knows themselves (what they do well and less well); can assess their performance and impact on others in the absence of feedback; seeks and values feedback; is committed to developing and improving themselves.

KEY CAPABILITIES CONTINUED:

Strategic and business planning	<ul style="list-style-type: none"> • Collates and moderates inputs from relevant functional areas to inform strategic objectives, priorities and plans • Manages and maintains functional initiatives and activities to ensure alignment with the organisation's strategic objectives and business plans
Stakeholder engagement	<ul style="list-style-type: none"> • Identifies and maintains effective relationships with internal and external stakeholders to achieve organisational outcomes • Coordinates and collaborates with, and across, internal functions to ensure alignment of functions
Monitoring and evaluation	<ul style="list-style-type: none"> • Monitors and evaluates to identify issues and opportunities and support decision-making processes • Reviews activities to measure effectiveness against outcomes and deliverables
Advise and influence	<ul style="list-style-type: none"> • Provides proactive and frank advice that is impactful, influential and able to be utilised • Frames advice in the context of relative priorities • Ability to influence others and shape policy debate • Anticipates and times the delivery of advice to maximise impact and influence
Communication	<ul style="list-style-type: none"> • Demonstrates effective written, verbal and interpersonal communication skills • Ability to convey complex or technical information both verbally and in written form to a range of audiences
Relationship management	<ul style="list-style-type: none"> • Builds and maintains relationships with a wide range of people to achieve organisational outcomes
Results orientation	<ul style="list-style-type: none"> • Experience leading significant projects using contemporary best practice methodologies and practices
Analysis and judgement	<ul style="list-style-type: none"> • Demonstrates strong qualitative and quantitative analytical ability • Demonstrates strong judgement and decision-making skills • Ability to distil complex and competing information to identify key themes and issues • Takes a strong evidence-based approach to decision-making
Technical knowledge	<ul style="list-style-type: none"> • Demonstrates the qualifications, skills, knowledge and experience required to successfully undertake the position (detailed in the person specification of the position description)