

Position Impact Assessment process for the proposed organisational structure and positions within the Service Delivery Branch

This document explains the process that the organisation has followed to undertake Position Impact Assessments (PIAs), which are part of the Employee Transition Protocol (ETP).

Step One - Employee Transition Protocol (ETP)

1. The ETP sets out how Fire and Emergency NZ will manage the process of transitioning its permanent employees from the current to a new organisational structure, that would be implemented following consultation on any proposals for making changes.
2. The ETP was developed with the unions and associations (Fire and Emergency Commanders Association (FECA), New Zealand Professional Firefighters Union (NZPFU), Public Service Association (PSA) and the Rural Professionals Association (RPA)) to ensure Fire and Emergency complies with obligations contained within collective and individual employment agreements, New Zealand employment legislation and is consistent with best practise.
3. The ETP details that:

'when developing proposals for making changes to the organisational structure, there will be a need to:

- *assess the potential impact of implementing a new structure on the **positions** in the current structure, and*
- *assess the potential impact of any change to positions in the current structure on the **individuals substantively employed in these positions**.*

The outputs of these assessments will be included as 'preliminary' Position Impact Assessments (PIA) in any proposal for change, whereby the outcome of the PIA process will be consulted on, in order that employees potentially affected by the change are able to provide feedback.

At the close of consultation, all feedback will be reviewed and options for making changes to the original proposals considered. At this point, a review of the preliminary PIA outcomes will be undertaken, which could result in a change to the proposed impact on an employee. The outcome of this will be confirmed as a final PIA as part of the Decision Document.' (Sections 9-11)

Step Two - development of the position descriptions for the proposed new positions

4. In order to undertake a PIA, a position description for any proposed new or changed position needs to be developed. In this instance these were developed using the outputs of Design Forums that were created to develop proposals for a new organisational structure.

5. In respect of the proposals for Tranches 2 and 2b, Design Forums were created that comprised:
 - a. Tranche 2
 - i. A business owner (Kerry Gregory, DCE Service Delivery),
 - ii. Chair (Rachael Thorpe)
 - iii. Representatives from FECA (Roy Breeze), RPA (Rob Hands), NZPFU (Alan Collett),
 - iv. Representatives from the Organisational Leadership Team (Paul Turner, Rachael Thorpe, Bruce Stubbs and Mike Grant)
 - v. HR and OD specialists (Karen Keeley, Bridget McBean and Kina Sant from the Integration People Team and OD Specialists from Ernst and Young)
 - b. Tranche 2b
 - i. A business owner (Kerry Gregory, DCE Service Delivery),
 - ii. Chair (Paul Henderson),
 - iii. Representatives from RPA (Dale Wilhelm), PSA (Bruce Irving), NZPFU (Peter Hallett)
 - iv. SME (Todd O'Donoghue)
 - v. Representatives from the Organisational Leadership Team (Ron Devlin, Rob Saunders, Paul Henderson and Bryan Cartelle)
 - vi. HR and OD specialists (Karen Keeley, Bridget McBean and Kina Sant from the Integration People Team and OD Specialists from Ernst and Young)
6. Design Forums ran from end 2018 – mid 2019. Their purpose was to design:
 - The regional leadership structure for Service Delivery and those positions reporting to the National Managers that achieve the intent of the proposed Operating Model (Tranche 2)
 - The Community Readiness and Recovery and Risk Reduction teams within the Region and District Service Delivery organisational structure (Tranche 2B).
7. Design forums for Tranche 2 and Tranche 2b ran separately until the proposed organisational design was developed to an extent that they were joined to ensure consistency of approach and thinking across the full design which happened from May 2019.
8. The proposed designs that came out of the Design Forums were tested at cross regional group forums as well as relevant regional/national meetings.
9. The last meeting of the Design Forum sought agreement to proceed to use all the information gathered and get representatives of the Integration People Team who had participated in the Design Forums to take the work of the forums and produce draft position descriptions and a draft consultation document.

10. On behalf of the DCE Service Delivery, HR Consultants from the Integration People Team, who had been involved in the Design Forums drafted position descriptions for all newly designed proposed positions.
11. The draft position descriptions were then submitted to KornFerry who advised on a preliminary job size pay band.

Step Three - undertaking preliminary PIAs

12. The HR Consultants from the Integration People Team completed the PIA template using:
 - The draft position descriptions and information supplied by KornFerry for the proposed new positions
 - The latest position descriptions for current positions
 - Any other information that was relevant, e.g. delegation schedules.
13. The aim of this work was to be able to compare key criteria relating to the proposed new position descriptions with existing position descriptions to identify any differences in order to understand the scale of potential change to current position when undertaking the assessment. These criteria included:
 - a. The accountabilities of the positions including scale and complexity and whether the positions have accountability for managing people, money or other resources
 - b. Status and levels of decision making required of the positions
 - c. Scale of management responsibility, e.g. number of direct and indirect reports
 - d. Skills, knowledge and experience including any specific qualifications or training
 - e. The terms and conditions for the positions including remuneration
 - f. Geographical location, i.e. where would the positions be based
14. This work resulted in the production of a preliminary outcome of the PIA and this was detailed onto the PIA template as the impact of the change to the current position (as detailed in section 15 of the ETP which explains the four impact categories – No change or minimal change, some change, significant change or position no longer required, reduction in the number of positions).

Step Four - review and checking of preliminary PIAs

15. The draft PIA including the preliminary outcome was reviewed by a range of individuals to ensure that it was accurate from business, employment relations and general HR perspectives. The reviewers were:

- Lead, Integration People Team
- Principal Advisor, Employment Relations, People Branch
- Representatives of the Service Delivery Leadership Team, on behalf of the DCE Service Delivery - National Risk Reduction Manager and Region Manager, Region 1.

16. Following these reviews, the outcomes of the preliminary PIAs were shared and discussed with the relevant unions and associations who represent employees undertaking the current positions. The preliminary PIAs were also shared with some of the unions and associations who requested more detail. Feedback was sought, in order that this could be considered and used to do a further update of the preliminary PIA, the outcome of which would be subject to consultation.

Step Five - consultation and preliminary PIAs

17. The outcome of the preliminary PIA will be consulted on, and feedback sought, as part of the formal consultation process on the proposed changes.
18. All feedback will be considered as part of the decision making process by the DCE and as part of this, the preliminary PIA's would be reviewed, amended where required and finalised.
19. Final decisions will be shared with Unions and Associations in advance of any communications with affected people and wider organisational communications.

Tranche 2 proposed strawmodel for consultation

Embargoed
Version 6.0 as at 06 06 19

[Out of scope]

Key assumption: The region and district will receive the appropriate level of support from corporate functions

Support positions could include HR, planning & intelligence, business services, learning & development, safety health & wellbeing, assets, property, equipment and fleet.

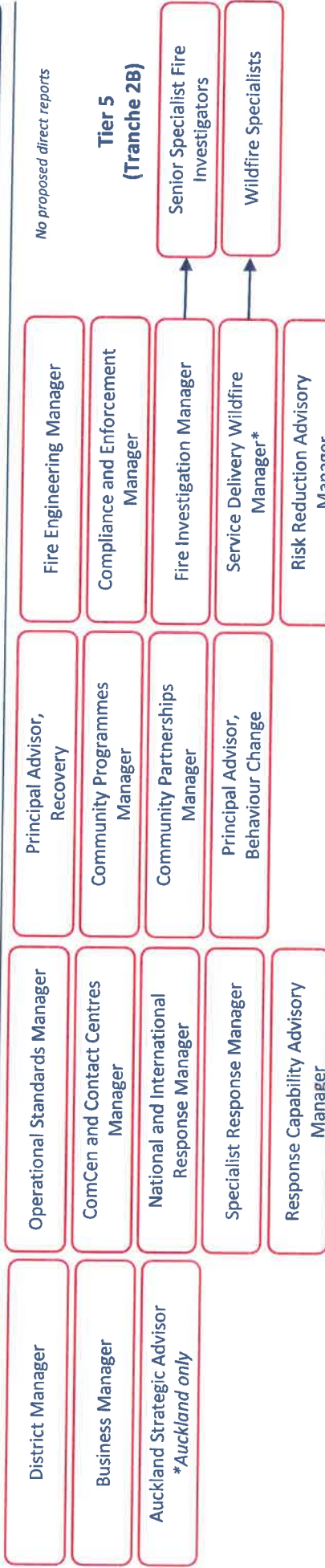
Tier 2

DCE, Service Delivery

Tier 3
(Tranche 1)



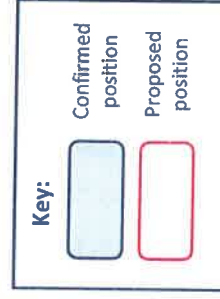
Tier 4
(Tranche 2)



Tier 5
(Tranche 2B)



*Positions will work across all 4 R's but will report to the National Manager, Risk Reduction

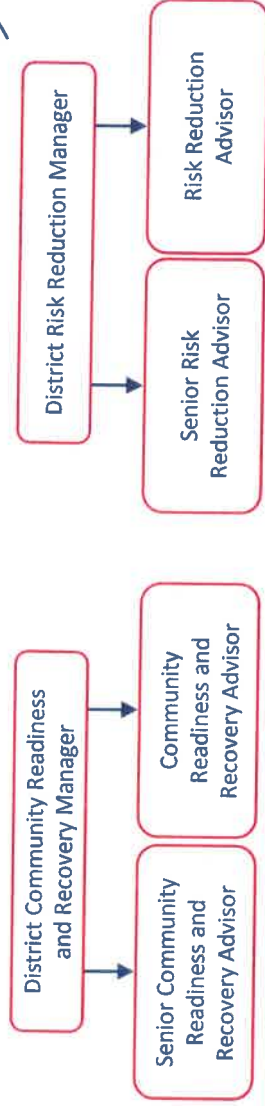


Direct reports to the District Manager

Tier 5
(Tranche 2)



Tier 6
(Tranche 2B)



Proposed New Positions

Senior Community Readiness and Recovery Advisor	Applications restricted to affected employees in substantive positions of SFRMO and DPRFOs who have acted in PRFO roles for a minimum of 12 months
Community Readiness and Recovery Advisor	Applications restricted in the first instance to affected employees in substantive positions of FRMO and DPRFO
Senior Risk Reduction Advisor	Applications restricted to affected employees in substantive positions of SFRMO and DPRFOs who have acted in PRFO roles for a minimum of 12 months
Risk Reduction Advisor	Applications restricted in the first instance to affected employees in substantive positions of FRMO and DPRFO

Union and Association Meeting covering:

- Preliminary Position Impact Assessments (PIAs)
- Proposed Recruitment and Selection processes

Region/District Positions

Significant change to the following current positions	
Position title	Outcome and rationale
Area Manager	<p>Outcome: Significant change - position disestablished</p> <p>The accountabilities of this current position would be absorbed into the proposed new position of District Manager which would operate at a strategic level and have broader accountability for both the built and natural environments. This new position would also have a larger remit leading the Risk Reduction and Community Readiness and Recovery functions for the District.</p>
Principal Rural Fire Officer	<p>Outcome: Significant change - position disestablished</p> <p>The accountabilities of this current position would be absorbed into the proposed new position of District Manager which would operate at a strategic level and have broader accountability for both the built and natural environments. This new position would also have a larger remit leading the Risk Reduction and Community Readiness and Recovery functions for the District.</p>
Assistant Area Manager	<p>Outcome: Significant change - position disestablished</p> <p>The accountabilities of this current position would be absorbed into the proposed new position of Group Manager. This new position would have a broader remit of leading all stations and rural and urban brigades and supporting work across the 4 R's in a designated location.</p>
Deputy Principal Rural Fire Officer	<p>Outcome: Significant change - position disestablished</p>

	<p>The accountabilities of this current position would be absorbed into and split across the proposed new positions of:</p> <ul style="list-style-type: none"> • Group Manager, which would be accountable for leading and managing all stations and rural and urban volunteer brigades and supporting work across the 4R's in a designated location. • Risk Reduction Senior/Advisors, which would be accountable for undertaking risk reduction activities in the community • Community Readiness and Recovery Senior/Advisors, which would be accountable for engaging and working with communities to build readiness and facilitate recovery. <p>Each of these proposed new positions would be accountable for both the built and natural environments.</p>
Principal Advisor Fire Risk Management	<p>Outcome: Significant change - position disestablished</p> <p>The accountabilities of this current position would be absorbed into and split across the proposed new positions of District Risk Reduction and District Community Readiness and Recovery Manager as well as the co-ordinations functions of this position being distributed to the National Manager Risk Reduction and their team.</p>

New Positions and the proposed Recruitment and Selection Process

- The people in these positions that have significant change become 'affected' employees.
- Our obligation as an employer is to these affected employees, we give them preference for any new positions.
- We want to retain the talent we have

We propose to establish the following positions:

Position title	Approach to recruitment
District Manager	Internal advertising to affected employees
Business Manager	Simultaneous internal and external advertising

Auckland Strategic Advisor	Internal advertising to affected employees
Group Manager	Internal advertising to affected employees
District Community Readiness and Recovery Manager	Internal advertising to affected employees
District Risk Reduction Manager	Internal advertising to affected employees
District Risk Reduction and Community Readiness and Recovery Manager	Internal advertising to affected employees

National Positions

Significant change to the following current positions	
Position title	Rationale and outcome
Operational Capability Manager	<p>Significant change: disestablished</p> <p>The accountabilities of this current position would be distributed across the proposed new positions of:</p> <p>Response Capability Manager, Specialist Response Manager and Operational Standards Manager.</p>
Special Risks, Safety and USAR Manager	<p>Significant change: disestablished</p> <p>The accountabilities of this current position would be distributed across the proposed new positions of National and International Response Manager and Specialist Response Manager.</p>
Manager Resources and Development	<p>Significant change: disestablished</p> <p>The accountabilities of this current position would be distributed across the proposed new positions of Wildfire Manager, Wildfire Specialist, National and International Response Manager and Operational Standards Manager.</p>
Manager Rural Fire (Napier, Palmerston North, Christchurch, Dunedin)	<p>Significant change: disestablished</p> <p>The accountabilities of this current position would be distributed across the proposed new positions of Wildfire Manager, Wildfire Specialist, National and International Response Manager and Operational Standards Manager.</p>

Significant change to the following current positions	
Position title	Rationale and outcome
National Advisor Fire Risk Management x3	Significant change: disestablished The accountabilities of this current position would be distributed across the proposed new Wildfire, Risk Reduction Advisory, and Compliance and Enforcement Manager positions and their teams.

Some change to the following current positions

Position title	Rationale and outcome
Manager Fire Investigation and Arson Reduction	<p>Outcome: reassignment and retitled Fire Investigation Manager</p> <p>The accountabilities of this position are similar. Supporting and co-ordinating wildfire investigations have been added and the management of arson reduction programmes would be redistributed to the position of Manager Community Programmes.</p>
National COMCEN and Medical Manager	<p>Outcome: reassigned and retitled COMCEN and Contact Centres Manager</p> <p>The accountabilities of this position are similar. The management of the Fire Information Unit would be added and the current medical response functions would be distributed to the position of Manager Specialist Response and Service Delivery Manager Sector Partnerships.</p>
Manager Fire Engineering	<p>Outcome: reassigned and retitled Fire Engineering Manager</p> <p>The functional accountabilities of the position will be similar with the addition of new collective and managerial accountabilities.</p>

Proposed to establish the following positions:

Position	Proposed Recruitment
<p>National Response Capability Business Unit</p> <ul style="list-style-type: none"> Operational Standards Manager National and International Response Manager Specialist Response Manager Response Capability Advisory Manager 	Internal advertising to affected employees
<p>National Community Readiness and Recovery Business Unit</p> <ul style="list-style-type: none"> Principal Advisor Recovery Community Programmes Manager Community Partnerships Manager Principal Advisor Behaviour Change 	Internal advertising to affected employees
<p>National Risk Reduction Business Unit</p> <ul style="list-style-type: none"> Wildfire Manager Risk Reduction Advisory Manager 	Internal advertising to affected employees

<ul style="list-style-type: none"> • Service Delivery Sector Partnerships Manager • Wildfire Specialists (5) 	
<ul style="list-style-type: none"> • Senior Specialist Fire Investigators (3)* <p>* This is an existing position. We are proposing an increase in resourcing from two to five positions.</p>	Internal advertising to affected employees

Minimal Change

There are also positions where there is minimal change – for completeness we will take you through these:

Minimal change to the following current positions	
Position title	Rationale and outcome
National Advisor Operations, Requirements and Standards National Advisor Operations, Uniform and PPE Policy and Doctrine Advisor	Proposed change in reporting line to proposed new position of Operational Standards Manager
National Advisor Coordination Centres USAR Operations Manager	Proposed change in reporting line to proposed new position of National and International Response Manager
National Advisor Operations, Fleet and Equipment	Proposed change in reporting line to proposed new position of Operational Standards Manager
National Operations Advisor Infrastructure National Hazardous Substances Advisor Flammable Liquids and Bulk Fuel Advisor	Proposed change in reporting line to proposed new position of Specialist Response Manager
Communications Centre Manager Northern Communications Centre Manager Central Communications Centre Manager Southern Team Leader Fire Information Unit	Proposed change in reporting line to proposed reassigned position of COMCEN and Contact Centres Manager

Minimal change to the following current positions within Region

Position title	Rationale and outcome
Business Services Manager Rural Business Support Manager Planning and Performance Manager Region Implementation Coordinator	Proposed change in reporting line to proposed new position of Business Manager
Volunteer Development Manager	Proposed change in reporting line to Region Manager
Urban Area BSC or Rural District BSC	Proposed change in reporting line to proposed new positions of District Manager
VSO DSO Various positions providing admin support to Volunteers	Proposed change in reporting line to proposed new position of Group Manager

Risk Reduction & Community Readiness and Recovery Positions

Preliminary Impacts:

Senior Fire Risk Management Officer	<p>Outcome: Significant change - position disestablished</p> <p>The accountabilities of this current position would be absorbed into the proposed new positions of:</p> <ul style="list-style-type: none"> • Risk Reduction Senior Advisors • Community Readiness and Recovery Senior Advisors
Fire Risk Management Officer	<p>Outcome: Significant change - position disestablished.</p> <p>The accountabilities of this current position would be absorbed into the proposed new positions of:</p> <ul style="list-style-type: none"> • Risk Reduction Advisors • Community Readiness and Recovery Advisors
Deputy Principal Rural Fire Officer	<p>Outcome: Significant change - position disestablished</p> <p>The accountabilities of this current position would be absorbed into and split across the proposed new positions of:</p> <ul style="list-style-type: none"> • Group Manager, which would be accountable for leading stations and rural and urban volunteer brigades and supporting the 4R's in a designated location • Risk Reduction Senior/Advisors, which would be accountable for undertaking risk reduction activities in the community • Community Readiness and Recovery Senior/Advisors, which would be accountable for engaging and working with communities to build readiness and facilitate recovery <p>Each of these proposed new positions would be accountable for both the built and natural environments.</p>