

## Position Impact Assessment

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| <b>Explanation</b> | The purpose of the Position Impact Assessment (PIA) is to assess the impact of the positions within the proposed new organisational structure with current positions. The PIA does this by reviewing information about the current and proposed positions with position descriptions being the primary source of information. The PIA focuses on any points of difference and so does not detail the full content information for each position, i.e. all accountabilities, skills and experience. So where an accountability or skill is the same between the current and the proposed position this is not shown. |
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|   | Proposed New Position   | Existing Positions  |   |
|---|---|---|---|
| <b>Position Title</b>   | <b>District Manager (DM)</b>  | <b>Area Manager (AM)</b>  | <b>Principal Rural Fire Officer (PRFO)</b>  |
| <b>Branch</b>   | Service Delivery  | Service Delivery  | Service Delivery  |
| <b>Reports to</b>   | Region Manager  | Fire Region Manager   | Region Manager Rural  |
| <b>Location</b>   | 17 districts - 7 less districts than 24 urban areas and 1 less district than rural districts  | 24 urban areas - 7 more areas than 17 new districts   | 18 rural districts - 1 more rural district than 17 new districts  |
| <b>Tier</b>   | Tier 4  | Tier 4  | Tier 4  |
| <b>Number of direct / indirect reports</b>  | Ranges from 5 to 10 direct reports<br>Ranges from 30 to 1200 indirect reports (including paid and volunteers)   | Ranges from 8 to 47 direct reports<br>Ranges from 100 to 600 indirect reports (including paid and volunteers)   | Ranges from 2 to 10 direct reports<br>Ranges from 47 to 400 indirect reports (volunteers only)  |
| <b>Job Band</b>   | Band 19/20  | Band 18/19  | Band 18   |
| <b>Mid-point salary range</b>   | \$150,383 (19) \$180,000 (20)   | \$140,356 (18) \$150,383 (19)   | \$140,356 (18)  |
| <b>Differences in purpose position</b>  | <ul style="list-style-type: none"> <li>•Lead and manage the delivery of all 4 R's functions across the district based on community risk and need</li> <li>•Leads and manages across the natural and built environments</li> </ul>   | <ul style="list-style-type: none"> <li>•Lead and manage urban paid staff and urban volunteer brigades</li> <li>•Manages an urban area</li> <li>•New districts same or larger than areas</li> </ul>  | <ul style="list-style-type: none"> <li>•Management, coordination and delivery of programmes ensuring the operational performance of rural fire within a specified geographical area</li> </ul>  |
| <b>Differences in key accountabilities</b>  | <ul style="list-style-type: none"> <li>•District Manager operates at a strategic level - not engaged in the 'doing' of delivery functions, not managing brigades, not directly managing incidents</li> <li>•Part of the Regional Leadership Team with accountabilities for all 4 R's</li> <li>•Accountability for leading across both the built and natural environments and managing all urban and rural functions</li> <li>•Significant remit to manage risk reduction and community readiness and recovery functions within a district</li> <li>•Establish, engage and support the district's LAC</li> </ul>             | <ul style="list-style-type: none"> <li>•Manages relationship with CFOs of urban volunteer brigades</li> <li>•Manages urban volunteer brigades</li> <li>•Strong focus on urban response activities, lesser focus on risk reduction or community readiness and no specific focus on recovery activities</li> <li>•No accountability for compliance and enforcement activities</li> <li>•Involved in ancillary activities - fleet, property and equipment</li> <li>•Directly manages business and volunteer support staff and risk reduction staff (FRMO)</li> </ul>   | <ul style="list-style-type: none"> <li>•Manages the operations and administration of a rural fire district</li> <li>•Direct engagement with rural volunteers</li> <li>•Undertakes response and risk reduction activities, including compliance and enforcement; not a focus on community readiness and recovery</li> <li>•Responsible for all 4R's in rural fire district</li> <li>•Directly manages business support staff</li> </ul>  |
| <b>Differences in job hierarchy, job sizing and number of direct and indirect reports</b> | <ul style="list-style-type: none"> <li>•Manages managers of teams - District Risk Reduction Manager, District Community Readiness &amp; Recovery Manager and Group Managers rather than staff directly</li> <li>•Responsible for significant numbers of employees, volunteers and contractors</li> <li>•The DM position has the same or higher job size than AM and PRFO</li> <li>•DM responsible for both urban and rural volunteer brigades</li> <li>•Some DM will manage large geographical areas - combination of two areas and rural districts</li> </ul>  | <ul style="list-style-type: none"> <li>•Same tier in organisation as District Manager</li> <li>•Manages AAMs and range of other support and risk reduction staff; does not manage managers responsible for specific areas of work - risk reduction, community readiness and recovery</li> <li>•Same or lower band than DM</li> <li>•Manages urban staff and urban volunteers</li> </ul>   | <ul style="list-style-type: none"> <li>•Same tier in organisation as District Manager</li> <li>•Manages DPRFO and rural BSC, does not manage managers responsible for specific areas of work - response, risk reduction and community readiness and recovery</li> <li>•Lower band than DM position</li> <li>•Manages small number of rural staff, contractors and rural volunteers</li> </ul>   |
| <b>Differences in key qualifications, experience &amp; skills</b>                         | <ul style="list-style-type: none"> <li>•Focus on strong senior public service leadership capabilities i.e. machinery of Govt; legislative &amp; regulatory interpretation; stakeholder engagement; working with Maori; managing people, resources &amp; work programmes</li> <li>•Strategic leadership and influencing skills key to success</li> <li>•Strong focus on collective leadership accountabilities as member of Regional Leadership Team leading unification</li> <li>•Tertiary qualification or equivalent experience</li> </ul>  | <ul style="list-style-type: none"> <li>•Emphasis on operational and practical skills in management of fire risk</li> <li>•Emphasis on leadership and influencing skills is not as strong as for District Manager</li> </ul>   | <ul style="list-style-type: none"> <li>•Emphasis on operational and practical skills in operational rural fire management</li> <li>•Emphasis on leadership and influencing skills not as strong as for District Manager</li> </ul>  |
| <b>Differences in delegations</b>   | <ul style="list-style-type: none"> <li>•Budget estimate for lower band \$4.7m - \$7.8m</li> <li>•Budget estimate for higher band \$8.3m - \$38.7m</li> <li>•Formal HR delegations to be confirmed</li> </ul>  | <ul style="list-style-type: none"> <li>•Budget for lower band AM \$1.2m - \$9.3m</li> <li>•Budget for higher band AM \$9.3m - \$25m</li> <li>•HR delegations attached</li> </ul>  | <ul style="list-style-type: none"> <li>•Budget \$50k - \$1.8m</li> <li>•HR delegations attached</li> </ul>  |
| <b>Summary comments</b>   | <ul style="list-style-type: none"> <li>•DM would lead and manage the strategic direction and delivery of four Rs across both the built and natural environment.</li> <li>•DM has broad leadership role responsible for all urban and rural functions, activities and statutory delegations</li> <li>•Responsible for leading and managing all staff, volunteers and contractors undertaking all 4R's within district</li> <li>•Leads establishment, engagement with and supports LAC</li> <li>•Leads compliance and enforcement at a district level</li> <li>•Strong external focus on partners and stakeholders</li> </ul> | The accountabilities of the Area Manager 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 lead the Community Readiness and Recovery functions for the District which is not an accountability of the current Area Manager position. The new District Managers accountabilities cover the 4Rs in both the built and natural environment. The District Manager's risk reduction accountabilities would be broader with a stronger emphasis on Risk Reduction given the new mandate (responsibility for delivery of Risk Reduction Strategy in their District) and regulatory changes, including compliance and enforcement at a District level across both the built and natural environment. | The accountabilities of PRFO 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. The District Manager's risk reduction accountabilities would be broader with a stronger emphasis on Risk Reduction given the new mandate (responsibility for delivery of Risk Reduction Strategy in their District) and regulatory changes, including compliance and enforcement at a District level across both the built and natural environment. |
| <b>Overall preliminary assessment</b>   |   | Significant change  | Significant change  |