

## Position Impact Assessment

Explanation	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.				
	<b>Proposed New Position</b>	<b>Existing Positions</b>			
Position Title	Group Manager	PRFO	DPRFO	AM	AAM
Business Area	Service Delivery	Service Delivery	Service Delivery	Service Delivery	Urban
Reports to	District Manager	Region Manager Rural	PRFO	Fire Region Manager	AM
Location	72 Group Managers nationally working across 17 districts	18 rural districts	18 rural districts	24 urban areas	24 urban areas
Tier	Tier 5	Tier 4	Tier 5	Tier 4	Tier 5
Number of direct / indirect reports	Ranges from 15 to 20 direct reports (incl volunteer leaders) Ranges from 50 to 250 indirect reports (incl volunteers)	Ranges from 2 to 10 direct reports Ranges from 47 to 400 indirect reports (volunteers only)	Staff responsibility: Nil	Ranges from 8 to 47 direct reports Ranges from 100 to 600 indirect reports (incl paid and volunteers)	Ranges from 0 to 7 direct reports Ranges from 0 to 150 indirect reports
Job Band	Band 17	Band 18	Band 16	Band 18/19	Band 17
Mid-point salary range	\$120,306	\$140,356 (18)	\$101,132	\$140,356 (18) \$150,383 (19)	\$120,306
Differences in purpose position	<ul style="list-style-type: none"> <li>Responsible for leading and managing a number of urban and rural volunteer and paid brigades and stations undertaking response activities within a district - both natural and built environments</li> <li>Contributes to supporting risk reduction and community readiness and recovery functions and activities in designated location</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>	<ul style="list-style-type: none"> <li>Contributes to ensuring operational performance &amp; management of rural fire across a district</li> <li>Responsible for operational performance &amp; management within defined geographic area &amp;/or specific portfolio across the 4 R's</li> <li>Contributes to management, co-ordination &amp; delivery of operational activities across the rural district</li> </ul>	<ul style="list-style-type: none"> <li>Leads and manages urban paid staff and volunteer brigades</li> <li>Delivery of core fire services</li> <li>Manage the operations and administration of the urban fire area</li> </ul>	<ul style="list-style-type: none"> <li>Manages urban paid brigades within a specific geographical area to deliver core fire services</li> <li>Co-ordinates across urban paid staff and volunteer brigades to ensure effective delivery of core fire services</li> </ul>
Differences in key accountabilities	<ul style="list-style-type: none"> <li>Strong focus on collective leadership accountabilities as member of District Leadership Team</li> <li>Manages all staff and volunteers in designated location</li> <li>Manages staff undertaking urban and rural functions</li> <li>Key conduit between local communities and organisation</li> <li>Works with District CRR team to support engagement with communities</li> <li>Works with Wildfire Specialists &amp; District RR team to understand current &amp; predicted fire danger</li> <li>Manages capability, capacity &amp; provision of specialist wildfire response expertise</li> <li>Works closely with volunteer leaders to build their capability to lead &amp; manage brigades</li> </ul>	<ul style="list-style-type: none"> <li>Manages the operations and administration of a rural fire district</li> <li>Has 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>Manages rural staff and rural volunteers across a rural fire district</li> <li>Directly manages business support staff</li> </ul>	<ul style="list-style-type: none"> <li>Management of rural fire across a district and responsible for the 4R's in a specified geographical area - no management of urban activities</li> <li>Provides leadership, guidance and support to rural volunteer leaders (Controllers) &amp; operational personnel</li> <li>Does not manage volunteer support staff or business support staff</li> <li>Does not manage paid brigades</li> <li>Undertakes rural fire control activities &amp; manages equipment - tactical activity</li> <li>Does not manage urban staff or urban brigades</li> </ul>	<ul style="list-style-type: none"> <li>Manages an urban area</li> <li>Manages relationship with CFOs of urban volunteer brigades</li> <li>Has a AAM who directly manages urban paid brigades</li> <li>Geographical area of AM much larger than for a Group Manager</li> </ul>	<ul style="list-style-type: none"> <li>Manages urban staff at stations</li> <li>Does not manage urban volunteer brigades</li> <li>Does not generally manage volunteer support staff or business support staff</li> <li>Limited direct engagement with communities for risk reduction or readiness activities</li> <li>No specific community relationship and engagement accountabilities</li> <li>Position has strong internal focus</li> <li>Undertakes response in urban areas</li> <li>Does not manage rural staff or rural brigades</li> </ul>
Differences in job hierarchy, job sizing and number of direct and indirect reports	<ul style="list-style-type: none"> <li>Manages 15 - 20 direct reports - operation and support staff and urban and rural volunteer leaders</li> <li>Manages 200 - 1200 indirect reports (paid staff, urban and rural volunteers and contractors)</li> <li>Member of District Leadership Team</li> <li>Leads and manages diverse range of positions - SSO, VSO, BSC, CFO and Controller</li> </ul>	<ul style="list-style-type: none"> <li>PRFO is a higher tier than GM</li> <li>PRFO is higher band than GM position</li> <li>PRFO manages rural staff and rural volunteers</li> <li>PRFO manages two core positions - DPRFO &amp; BSC</li> </ul>	<ul style="list-style-type: none"> <li>DPFRFO is same tier as GM</li> <li>DPRFO is lower job band than GM</li> <li>DPRFO has no direct reports</li> </ul>	<ul style="list-style-type: none"> <li>AM is higher tier than GM</li> <li>AM is higher job band than GM</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>Manages urban staff and urban volunteers</li> </ul>	<ul style="list-style-type: none"> <li>AAM is same tier as GM</li> <li>AAM is same job band as GM</li> <li>AAM manages less direct reports than GM</li> <li>AAM manages less indirect reports than GM</li> </ul>
Differences in key qualifications, experience & skills	<ul style="list-style-type: none"> <li>Experience engaging and partnering with Maori &amp; iwi</li> <li>Experience working with communities to achieve outcomes</li> <li>Stronger emphasis on knowing socioeconomic characteristics of district</li> <li>Core public sector leader capabilities - machinery of Govt, legislative &amp; regulatory interpretation &amp; stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Emphasis on operational and practical skills in operational rural fire management</li> <li>Less emphasis on leadership, managerial or core public sector leadership requirements</li> </ul>	<ul style="list-style-type: none"> <li>Capability requirements mainly technical</li> <li>Less emphasis on leadership, managerial or core public sector leadership requirements</li> </ul>	<ul style="list-style-type: none"> <li>Emphasis on operational &amp; practical skills in management of fire risk</li> <li>Less emphasis on leadership, managerial or core public service sector requirements</li> </ul>	<ul style="list-style-type: none"> <li>Emphasis on operational &amp; practical skills in management of fire risk</li> <li>Less emphasis on leadership, managerial or core public service sector requirements</li> </ul>
Differences in delegations	<ul style="list-style-type: none"> <li>Budget and delegations to be confirmed</li> </ul>	<ul style="list-style-type: none"> <li>Budget \$50k - \$1.8m</li> <li>HR delegations attached</li> </ul>	<ul style="list-style-type: none"> <li>\$5k Opex</li> <li>\$5k Purchase card monthly limit.</li> <li>HR delegations attached</li> </ul>	<ul style="list-style-type: none"> <li>Budget for lower band AM \$1.2m - \$9.3m</li> <li>Budget for higher AM band \$9.3m - \$25m</li> </ul>	<ul style="list-style-type: none"> <li>\$5k Opex</li> <li>\$5k Purchase card monthly limit.</li> <li>HR delegations attached</li> </ul>
Summary comments	<ul style="list-style-type: none"> <li>The Group Manager position would be accountable for leading and managing a number of paid and volunteer brigades and stations undertaking response activities within a district encompassing natural and built environments.</li> <li>The Group Manager would contribute to supporting risk reduction and community readiness activities within their communities.</li> <li>The Group Manager would manage across the built and natural environments</li> </ul>	The accountabilities of the 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 Group Manager position would be accountable for leading and managing a number of brigades and stations undertaking response activities within a district and contributing to supporting risk reduction and community readiness and recovery activities within their communities. The Group Manager position sits at a lower tier than the PRFO position.	<ul style="list-style-type: none"> <li>The accountabilities of the DPRFO would be absorbed into the proposed new positions of:</li> <li>Group Manager, which would be accountable for leading and managing a number of paid and volunteer urban and rural brigades and stations and contributing to supporting risk reduction and community readiness and recovery activities within the community</li> <li>Risk Reduction Senior/Advisors, which would be accountable for undertaking risk reduction activities in the community</li> <li>Community Readiness and Recovery Senior/Advisors, which would be accountable for engaging and working with communities to build readiness and recovery</li> </ul> <p>Each of these proposed new positions would be accountable for both the built and natural environments.</p>	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. The Group Manager position would lead and manage a number of paid and volunteer brigades and stations undertaking response activities within the district and contribute to supporting risk reduction and community readiness within their communities. The Group Manager position sits at a lower tier than the Area Manager position.	The accountabilities of the AAM would be absorbed into and split across the proposed new positions of Group Manager. This new position would have a broader remit of leading and managing all stations and volunteer urban and rural brigades and support work across the 4 R's initially in a designated location. As well as holding a 'functional portfolio' within the District. The AAM has no specific community relationship and engagement accountabilities currently.
Overall preliminary assessment		Significant change	Significant change	Significant change	Significant change
Reference documentation					