

Group Manager – summary of differences between this role and Assistant Area Manager

	Group Manager	Assistant Area Manager
Differences in position purpose	<p>The Group Manager would have the prime day to day leadership accountability for all aspects of service delivery by brigades and provides direct leadership to all brigades for their specific geographical area within the District. The Group Manager would develop and maintain relationships with key partners, stakeholders and communities within their area.</p> <p>As a member of the District Leadership Team, the Group Manager would be collectively accountable for ensuring service delivery (the 4Rs of risk reduction, readiness, response and recovery) for the built and natural environment across the District.</p>	<p>AAMs have a responsibility for leading and managing paid brigades and liaising and building effective relationships with volunteers. In some Areas AAMs have responsibilities for managing volunteer brigades also.</p> <p>AAMs have a role in supporting risk reduction activities. While some AAMs have responsibility for key functional areas this is not universal across all of them depending on the Area profile. Unlike the AM they are generally responsible and not accountable for these.</p>
Differences in key accountabilities	<p>The Group Manager would manage all staff and volunteers within their Group. This includes rural and urban functions and team members. Manages and develops volunteer leaders to build their capability to lead & manage volunteer brigades.</p> <p>Key conduit between local communities and their Group. The new roles will require an exponential shift into Partnership development and relationship building with external parties.</p> <p>Works with District Community Risk team to support engagement with communities, and deliver work programmes, in conjunction with communities and their Brigades where this is</p>	<p>Manages urban, operational staff at stations. Holds a co-ordinating role (and in some cases a management role) across urban volunteer brigades.</p> <p>The AAM position has a strong operational and tactical focus. These roles undertake and command response activity in urban areas. They also manage all aspects of the day to day delivery of response, internal readiness and current risk reduction services within their area of responsibility, under the oversight of their Area Manager.</p> <p>AAMs are not responsible or accountable for command or control of vegetation fires inside rural fire districts, although they attend and provide initial</p>

	<p>appropriate. Both Community Readiness and Recovery, and Risk Reduction activities will entail significant new work programmes that the GM will be accountable for delivering and implementing within their Group, in collaboration with the new Community Risk Manager position, against performance expectations within their District.</p> <p>Works with Wildfire Specialists & District Risk Reduction team to understand current & predicted fire danger across both urban and rural settings, and develop/deliver appropriate mitigation strategies that are delivered with partners in the community. The role is also responsible for the capability, capacity & provision of specialist wildfire response expertise within their Group.</p> <p>Strong focus on collective leadership accountabilities as a member of the District Leadership Team. This includes accountability for the effective delivery of unified regional and national work programmes and initiatives across the 4Rs within their Group.</p>	<p>command until the arrival of the PRFO or their deputy.</p> <p>Limited direct engagement with communities for risk reduction or readiness activities, with no specific community relationship and engagement accountabilities. Developing and managing relationships with stakeholders is not universal and is sometimes narrow in focus. Where stakeholder engagement occurs it is particularly related to response focused partnerships e.g. Police, Ambulance and Civil Defence, and the Area Manager holds overall responsibility for the relationship.</p> <p>AAMs contribute to the development of Area and Station business plans to achieve the reduction in the incidence and consequence of fire and mitigating risks identified in the regions risk profile. They also contribute to the development of national and regional programmes and initiatives, alongside their Area Manager. When AAMs lead on projects in these areas it is generally where they have been assigned this work by agreement, reflecting their individual skillsets and interests, rather than being a standard accountability of the AAM role. The AM or Regional Manager typically holds accountability for delivery of project work where it occurs.</p>
Differences in job hierarchy, job sizing and number of direct and indirect reports	<p>Manages 15 - 20 direct reports including operational and support staff, as well as urban and rural volunteer leaders.</p> <p>Manages 200 - 1200 indirect reports (paid staff, urban and rural volunteers and contractors)</p>	<p>AAM is same tier and job band as GM.</p> <p>AAMs have an operational management role across their whole Area which encompasses the rural Fire Districts. They have varying levels of direct reports (SO and SSO) dependent of Area profile.</p>

	<p>Member of District Leadership Team.</p> <p>Leads and manages a diverse range of positions - SSO, VSO, BSC, CFO and Controller</p>	<p>Generally, AAM manages less direct reports than the GM would, as the formal reporting line with associated accountability for people management goes to the AM for many team members such as support staff and volunteers. Rural staff are managed by Principal Rural Fire Officers.</p> <p>AAMs are not responsible for managing volunteer chiefs or other indirect reports, although they do work with volunteer brigades to co-ordinate and at times direct the delivery of response and risk reduction services across paid and volunteer brigades.</p>
Differences in key qualifications, experience & skills	<p>Experience engaging and partnering with Maori & iwi. Experience working with communities to achieve outcomes.</p> <p>Strong emphasis on knowing socioeconomic characteristics of their district, and how to adapt the delivery of work programme to effectively engage with and serve communities across this spectrum.</p> <p>Core public sector leader capabilities - machinery of Govt, legislative & regulatory interpretation & stakeholder engagement.</p> <p>Technical knowledge and skills required to lead and manage an operational team across both the urban and rural settings, including volunteers and contractors in the rural setting.</p>	<p>AAMs have completed SO/SSO TAPS qualifications and a significant number have completed Executive Officer TAPS tertiary management qualifications to achieve appointment.</p> <p>Partnership working and management of stakeholder relationships are not core responsibilities. There is variability in engagement with partners and stakeholders such as Māori based on individuals' skills and aptitude. Engaging with, managing and (during an incident response) commanding contractors sits within the Rural Fire Officer's remit.</p> <p>Emphasis has been on operational and practical skills in management of fire risk, predominantly in an urban setting. This is different to the GM position which also requires the necessary skills and experience to operate as public sector leader delivering organisationally aligned and community</p>

		focussed work programmes, and driving culture change within their geographical remit.
Differences in delegations	Budget and delegations to be confirmed; they would reflect the level of accountabilities for the new position.	\$5k Opex. \$5k Purchase card monthly limit. HR delegations for direct reports.
Summary comments	<p>The Group Manager position would be responsible for leading and managing a number of paid and volunteer brigades which includes direct managerial responsibility for volunteer Chief brigade leaders, Senior Station Officers, support staff and contract services for rural firefighting. They would hold operational management accountability for all brigades undertaking activities across the 4Rs encompassing both natural and built environments within their geographical area. This operational management accountability for natural and built environments is currently split between the positions of Area Manager and Principal/Deputy Principal Rural Fire Officer.</p> <p>The Group Manager would be expected to deliver significant work programmes and activities within their station group geographical area to support risk reduction and community readiness activities within their communities. These activities would align to Regional work programmes and the organisation's strategies and direction, again across both the natural and built environments. It is expected that risk reduction, recovery, externally focussed community readiness and the building and management of relationships with community stakeholders that must underpin this, have a much greater focus and are undertaken in a</p>	<p>The Assistant Area Manager undertakes much of the day to day operational management and leadership of urban teams, and co-ordination of volunteer brigades, under the oversight of the Area Manager who holds overall responsibility for the people, tasks and functions delivered within their Area, except where those people tasks and functions fall within the remit of the Principal Rural Fire Officer. While Areas do include rural fire districts the operational leadership and management of rural fire sits within the Rural Fire Officer's accountability currently.</p> <p>Assistant Area Managers currently undertake some risk reduction and community readiness activity within the built environment, and predominantly with stakeholders they typically work with in co-ordinated response activity e.g. police, rather than with wider community groups, partners and contractors such as iwi and tāngata whenua, Department of Conversation, Forestry and Land Management.</p>

	<p>more strategic manner than has been the case under the current operating model. There is an increase in available resources and change of focus within the new operating model to enable this work to be undertaken and prioritised.</p> <p>They are responsible for implementing a unified service delivery model across the 4Rs within their group of stations.</p>	
Overall final decision		Significant change