



WHAKARATONGA IWI

FIRE
EMERGENCY

NEW ZEALAND



May 2024

Consultation information pack: **Volunteer Brigade Leader development and review** **process**

Addressing recommendation six – Volunteer Brigade Leader (CFO) five-year term from the Te Kawa Mataaho | Public Service Commission 2022 review

Context

We want Fire and Emergency to be a place where our people feel they belong; a place where they are supported and enabled to thrive, so collectively we can deliver service to our communities and each other.

As part of this work, we're establishing a system and consistent processes that will **better support and develop our Volunteer Brigade Leaders** to be successful in their role through a consistent and transparent renewal process.

We're introducing a five-year term for all **new Volunteer Brigade Leader appointments, with repeatable rights of renewal**. Towards the end of each five-year term, if the leader is meeting the brigade leadership expectations, the brigade is functioning well, and they want to stay in that role their term will be renewed. Roles included are volunteer Chief Fire Officers, Deputy Chief Fire Officers, Controllers, Deputy Controllers, Brigade OIC, and Brigade 2IC.

By **better supporting Group Managers** to support and develop Volunteer Brigade Leaders, we'll have stronger brigades, and our communities will benefit too.

We are now seeking feedback **on processes to support this change**, including selection criteria, the approach and tools to enable Volunteer Brigade Leaders to work with their Group Manager to access annual support and development, and how renewal/non-renewal will work.



About this pack

This pack contains a summary of presentation material shared at pre-consultation and consultation briefings, plus additional material for Fire and Emergency personnel who are either managers, support staff, volunteers, volunteer leaders, or future volunteer leaders, to update their teams and networks.

We welcome your help to promote this work and participate in the consultation process that is now underway. The more quality feedback we get, the better the outcome for our organisation, and the communities we support.



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Summary of presentation

Volunteer brigade leader development and review proposal

Key proposed changes

- Five-year term implementation (for NEW incoming leaders)
- Support and development plan
- Renewable term (and non-renewal process)
- Volunteer Brigade Leaders will be appointed based on leadership and people management skills

Core focus:

- Values and Volunteerism Principles
- Brigade and community ‘health’ – not performance management
- Support Fire and Emergency to achieve long-term workplace culture change and ensure a positive experience for our people
- The proposed changes will not remove a Volunteer Brigade Leader’s autonomy to lead their brigade

Proposed recruitment process

The introduction of a five-year term for all newly appointed Volunteer Brigade Leaders.

Proposed changes

1. Consistent and unified position descriptions:
 - a) Volunteer Brigade Leader position description encompasses CFO/Controller/OIC,
 - b) Deputy Volunteer Brigade Leader position description encompasses DCFO/Deputy Controller/2IC.
2. A selection criteria that uses “Essential” and “Desirable” criteria to emphasise leadership skills and flexibility for different brigade needs. It focuses on our values to champion them throughout the process.



We are not proposing to remove or rename any existing ranks or roles as part of this project

Proposed support and development process

Proposed changes

1. Implementing structured support and development for all new Volunteer Brigade Leaders.
2. Annual conversations and regular check-ins throughout the year.
3. Streamlined, templated process for ease of use by brigade leaders and Group Managers.
4. Development will be focused on supporting the Volunteer Brigade Leader to ensure long-term success.
5. Can focus on succession planning for the brigade.



We’re proposing to introduce a more structured, collaborative approach and tools that enable Volunteer Brigade Leaders to work with their Group Manager to access annual support and development that’s tailored to their individual needs.

Proposed renewal and non-renewal processes

Proposed changes

1. Right of renewal will be given to Volunteer Brigade Leaders if the leader is meeting expectations, their brigade is performing well, and they want to stay on in that role.
2. Further development for Volunteer Brigade Leaders will be prioritised as an option prior to non-renewal.
3. Any decision for non-renewal will be made by the District Manager in consultation with the Group Manager and People Business Partners.
4. Any Volunteer Brigade Leader not renewing (either by choice or necessity) will be given the opportunity to take on another role in the brigade.



Group Managers and our volunteers will be provided training/education on how to undertake or manage this process effectively.

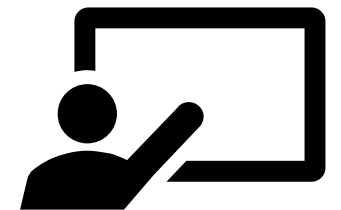
Key messages

Please use this information to help update your teams/networks

- Fire and Emergency is working to provide a better environment and experience for all of its people
- One way Fire and Emergency is doing this, is by establishing a system and consistent processes that will better support and develop Volunteer Brigade Leaders to be successful and will allow for more structured succession planning, when required
- Fire and Emergency is introducing a five-year term for all newly appointed Volunteer Brigade Leader appointments with the right to renew towards the end of each term if the leader is meeting brigade leadership expectations, their brigade is functioning well, and they want to stay in the role
- Roles included are Volunteer Chief Fire Officers, Deputy Chief Fire Officers, Controllers, Deputy Controllers, Brigade OIC and Brigade 2IC
- This new approach is being delivered by Fire and Emergency's Eke Taumata Programme and is one of a number of developments that together, will support the organisation to achieve long-term workplace culture change and ensure a positive work experience for our people
- It takes its lead from the intent of the Te Kawa Mataaho | Public Service Commission 2022 review, which recommended that all new Chief Fire Officer appointments should be for a term of five years, with rights of renewal, and that renewal should be subject to a review that considers past performance including role modelling the desired culture, leadership and people management
- Feedback is invited on processes to support this change from 30 April to 26 May 2024, including selection criteria, the approach and tools to enable Volunteer Brigade Leaders to work with their Group Manager to access annual support and development, and how renewal/non-renewal will work

Key messages continued...

- The proposed approach has been developed with input from many people in different roles across Fire and Emergency, the UFBA and other emergency service organisations
- Each year within this term, Volunteer Brigade Leaders will work with their Group Manager to create and/or review their individual support and development plan
- This will ensure Volunteer Brigade Leaders have the appropriate support mechanisms in place and access to learning and development opportunities, in areas they would like to focus on, for a defined period without any expectation for them to remain in the role indefinitely
- By providing Group Managers with the tools and training to help them support and develop Volunteer Brigade Leaders, we'll have stronger brigades, and our communities will benefit too
- We're proposing that existing Volunteer Brigade Leaders can choose to opt into the five-year term and annual support and development plan
- We believe it would be unfair for existing Volunteer Brigade Leaders if we were to change the conditions they were appointed under, but we hope they see the benefit of the support and development they would receive by accepting this opportunity. We are keen to test this
- Paid roles aren't included in the five-year term because the employment of paid staff is subject to the Employment Relations Act, and the majority of staff in these roles are employed in permanent positions
- The proposed changes will not remove a Volunteer Brigade Leader's autonomy to lead their brigade





Resources to share

Select the resources that will help you explain/share these changes to your team/network

Sample message

Here is a message you may like to share with your team/network via these channels:

- Email
- Newsletter
- Other appropriate platforms



Heads up about an opportunity to provide feedback:

There are some changes being proposed that will better support and develop our Volunteer Brigade Leaders by establishing consistent processes.

Consultation for the Volunteer Brigade Leader development and review process is open now. You can read the draft guidelines on the portal and provide your feedback online until 26 May 2024.

Draft guidelines: <https://portal.fireandemergency.nz/vbl-consultation>

Feedback survey: <https://forms.office.com/r/24fknismHp>

These processes will affect our future volunteer leadership, so don't miss out on your chance to provide feedback on this.

All feedback (what you like and what you don't like) is important.

Copy this text to share with your team as soon as possible before 26 May 2024.

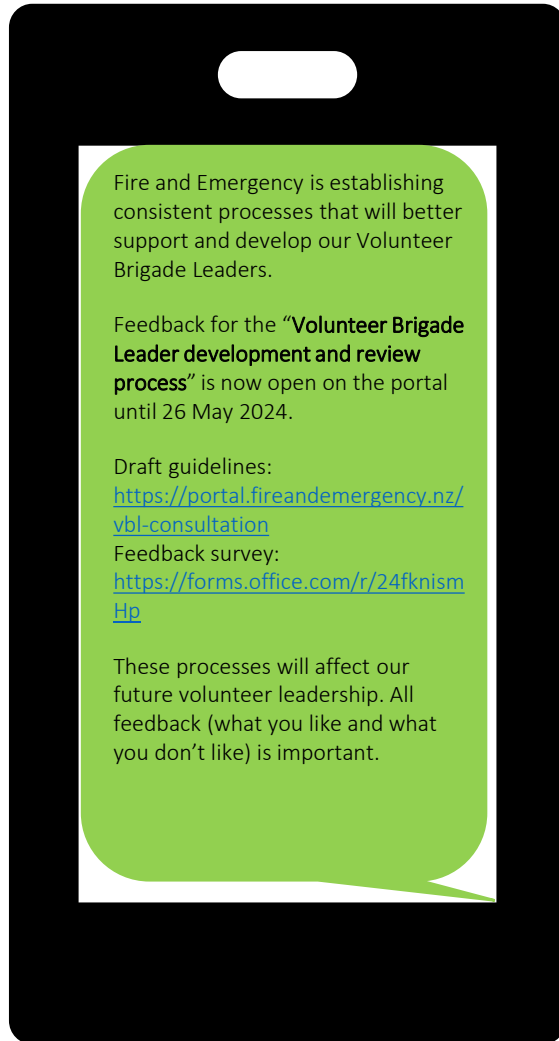
Include the QR code below on any printed content.

Feedback on Volunteer Brigade Leader Development and Review Process



Team message script

Share to your brigade/team messaging or primary communication system



Copy this text into your team's messaging system to share with them as soon as possible before 26 May 2024.



Fire and Emergency is establishing consistent processes that will better support and develop our Volunteer Brigade Leaders.

Feedback for the “**Volunteer Brigade Leader development and review process**” is now open on the portal until 26 May 2024.

Draft guidelines:
<https://portal.fireandemergency.nz/vbl-consultation>

Feedback survey: <https://forms.office.com/r/24fknismHp>

These processes will affect our future volunteer leadership. All feedback (what you like and what you don't like) is important.

Poster

We would appreciate it if you would print a copy of this poster to display in your station or workplace.

Click this link to access this poster:

<https://portal.fireandemergency.nz/vbl-consultation>

Have your say Volunteer Brigade Leader development and review process

Scan the QR code to complete the feedback form:



Or visit <https://forms.office.com/r/24fknismHp>

Consultation is open from 30 April – 26 May 2024



View the draft documents

Scan the QR code or visit:
<https://portal.fireandemergency.nz/vbl-consultation>



A photograph of two men kissing on the cheek. The man on the right is wearing a blue uniform with a patch that says 'FIRE' and 'EMERGENCY'. The background is slightly blurred, showing what appears to be a fire scene or a similar outdoor setting.

How to provide your feedback

Good *and* bad – we want to hear it all!



Feedback methods

Online survey

[Follow this link](#), or scan the QR code here to provide feedback on the proposed processes and supporting documents.

This is an anonymous survey that you can complete on your phone, computer or other device **without logging in**.

<https://forms.office.com/r/24fknismHp>

Via email

Send an email to EkeTaumata@fireandemergency.nz with your feedback.

Please note that this is not an anonymous feedback method.

Via Union or Association

Contact your Union or Association to share your feedback.

Feedback on Volunteer Brigade
Leader Development and Review
Process





Still got questions?

How to get answers



Online drop-in sessions – consultation

If you missed any of our pre-consultation presentations or would like to understand what is being proposed, we are providing some online drop-in sessions as per the schedule below.

Please share these invites with anyone you feel may benefit from attending (e.g. future Volunteer Brigade Leaders).

To add a session to your calendar: click on the “register to attend” link for the time that suits you best from the options below and register for the meeting to add it to your calendar. Then join the session via the “join the meeting now” Teams link in the appointment on the day.

Day-time sessions

Date	Day	Time	Duration	Click to open invite:
09/05	Thursday	10:30am	30 minutes	Register to attend
12/05	Sunday	2:00pm	30 minutes	Register to attend
13/05	Monday	2:00pm	30 minutes	Register to attend

Night-time sessions

Date	Day	Time	Duration	Click to open invite:
13/05	Monday	7:15pm	30 minutes	Register to attend
14/05	Tuesday	7:15pm	30 minutes	Register to attend

Email and Portal – how to contact us

Feedback on Volunteer Brigade Leader Development and Review Process



<https://forms.office.com/r/24fknismHp>

You can contact us any time at:

EkeTaumata@fireandemergency.nz

Or visit the Portal page here:

<https://portal.fireandemergency.nz/vbl-consultation>



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Volunteer brigade leader development and review process

Fire and Emergency is working to provide a better environment and experience for all of its people. One way we'll achieve this is by building processes and learning opportunities to ensure people leaders have what they need to lead effectively.

Eke Taumata



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