

Volunteer Brigade Leader Non-Renewal

Introduction

When to use

These guidelines should be used by Group Managers in the following 2 situations:

1. The Brigade Leader is choosing not to continue in their current position
2. During the renewal process, the Group Manager identifies reasons to potentially not renew the Brigade Leader for another term.

This process is for all new Volunteer Brigade Leaders appointed after 01 October 2024 (tbc). Volunteer Brigade Leaders appointed prior to 01 October 2024 may choose to adopt the 5-Year Term Process along with the Annual Support and Development Plan which would then mean they would then take part in this end of 5-year term process.

This process will only be applied as part of the [Volunteer Brigade Leader Renewal](#) process that will have already begun 6-months prior to the Volunteer Brigade Leader renewal date.

The Group Manager must utilise the [Group Manager checklist at end of term - Volunteer Brigade Leader](#) in conjunction with this process.

Included positions

This process will take place between the District Manager, Group Manager, and the Volunteer Brigade Leader. The term 'Volunteer Brigade Leader' is inclusive of the following roles:

- Chief Fire Officer
 - Deputy Chief Fire Officer
 - Controller
 - Deputy Controller
 - Brigade OIC
 - Brigade 2IC
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Purpose of this process

This non-renewal process is initiated when the Group Manager, after extensive conversation and review with the Brigade Leader, determines that the best course of action would be to consider not renewing the Brigade Leader for another term. The following areas need to be explored:

- Is a renewal the best course of action for the brigade and wider community?
- If renewed for a term of up to 5 years, what should the focus areas for support and development be for the next 12 months?
- How can the skills, knowledge and experience of the Brigade Leader be best utilised in another role if their term as Brigade leader will not be renewed.
- Ensure that we provide our leaders with the tools to create a positive, supportive, diverse and inclusive brigade culture.

This process should be conducted in a manner encompassing our core values of:

Whanaungatanga – We are better together; recognising that the Volunteer Brigade Leader and Group Manager support each other in sharing knowledge and understanding.

Auahaatanga – We strive to improve; enabling a future focus and promoting collaboration around improvement. Nāku te rourou, nāu te rourou, ka ora ai te iwi – With my basket and your basket, the people will thrive.

Kia Tika – We do the right thing; making decisions that are beneficial to our brigades and their communities.

Manaakitanga – We serve and support; at every opportunity, we actively seek ways to fill up or care for the mana of others.

Consideration should always be given to our relevant Volunteerism Principles:

- Appreciate that volunteering is always a matter of choice.
- Demonstrate openness, transparency and fairness.
- Operate with trust and respect.
- Build an environment that enables volunteerism to thrive.
- Be inclusive and embrace difference.
- Involve volunteer perspectives in decision making.
- Be responsive to local needs.

Non-Renewal Process

Step	Position	Action
1	Group Manager	<p>Scenario 1: If the Brigade Leader is choosing not to continue in their current role, the Group Manager will meet with the brigade leader to discuss the reason for non-renewal and explore options. Go to step 11</p>
2	Group Manager	<p>Scenario 2: If the Group Manager has concerns about the suitability of the Volunteer Brigade Leader continuing, the option to not renew their position must be carefully evaluated to reach</p>

		<p>this decision. Recommended information for collation is included in the Group Manager checklist at end of term - Volunteer Brigade Leader.</p> <p>Priority thinking must always be focused on what additional support and development could be offered to allow the Volunteer Brigade Leader to then continue in their role.</p>
3	Group Manager	The Group Manager escalates their concerns to the District Manager and Region People Business Partner and provides them with all relevant documentation and information.
4	District Manager	<p>Informs the Brigade Leader in writing that the DM and GM would like to arrange a meeting regarding the possible non-renewal of their position and other potential ways forward.</p> <p>The letter must include the reasons/evidence and relevant information why the 5-year term may not be renewed.</p> <p>The Brigade leader is encouraged to bring a support person along to this meeting.</p> <p>Non-renewal meeting letter template - Volunteer Brigade Leader</p>
5	Group Manager or Delegate	Arranges a suitable private space for this meeting to take place.
6	District Manager, Group Manager and Volunteer Brigade Leader	<p>Meet to discuss the following:</p> <ol style="list-style-type: none"> 1. The previous 5 years Support & Development plans for the Volunteer Brigade Leader 2. Any further support and development that could be offered to the Brigade Leader that would allow the term to be renewed. 3. Brigade feedback/survey 4. Relevant brigade data. 5. Any community feedback if available/applicable 6. Any leadership concerns held by the Group Manager regarding the best way forward for the Brigade under the current structure. <p>Group and District Managers are suggested to refresh their knowledge on holding difficult/courageous conversations prior to the meeting.</p>
7	District Manager	<p>Evaluates all evidence and information and makes the final decision to either:</p> <ol style="list-style-type: none"> 1. Renew the Brigade Leader position for up to a 5-year term with appropriate inclusions in the Support and Development Plan for the Brigade Leader. Go to Step 8

		2. Not Renew the Brigade Leaders Position. Go to Step 9
8	District Manager, Group Manager and Volunteer Brigade Leader	<p>If more support and development can be provided and is agreed on by all parties as sufficient, a new 12-month support and development plan - Volunteer Brigade Leader will then be initiated with the focus on identified development goals.</p> <p>A term of up to 5 years can be discussed and agreed upon by all parties taking into consideration the support and development goals.</p> <p>Go to Step 6 of the Volunteer Brigade Leader Renewal</p>
9	District Manager and Region People Business Partner	<p>If the District Manager determines that the Brigade Leader's term will not be renewed, a meeting should be held between the District Manager, Region People Business Partner and the Volunteer Brigade Leader. The Brigade leader is encouraged to bring a support person along to this meeting.</p> <p>The District Manager must provide the Volunteer Brigade Leader with a written copy of this decision in a timely manner.</p> <p><i>Consideration must be given to the sensitivity of this matter, so early notification is necessary.</i></p> <p>A template for this meeting invitation can be found here: Volunteer Brigade Leader non-renewal letter</p>
10	District Manager	<p>The District Manager must advise the Brigade Leader that they have the right to appeal this decision and provide the necessary support with this if required. The Volunteer Brigade Leader non-renewal letter must also be completed and provided to the volunteer.</p> <p>The process for this is: Resolve a Volunteer Issue</p>
11	District Manager/ Group Manager/ Brigade Leader	<p>If the Volunteer Brigade Leader will not be continuing in their current position, the discussion should then focus on a role that the brigade leader can continue to play within their brigade. Respect must always be given to the skills, experience, and knowledge that the outgoing leader will possess and how these attributes can still be utilised by the brigade in a different role.</p> <p>This can be a delicate manner that should see the District and Group Managers handling these situations with empathy, honesty, and with a focus on collaboration to minimise any potential negative impact on the Volunteer Brigade Leader and the brigade.</p>

		<p>A Notification of change of position - Volunteer Brigade Leader must be completed and their new position identified.</p> <p>Example alternative positions - Volunteer Brigade Leader</p>
12	Group Manager	<p>Communicate the change of position details for the Volunteer Brigade Leader's by notifying details to:</p> <ul style="list-style-type: none"> • All brigade members by email and notice • People Advisory (HR) Team, NHQjobs@fireandemergency.nz and vollydatasupport@fireandemergency.nz • District and Region Office <p>Access the template to use for this here: Notification of change of position - Volunteer Brigade Leader</p> <p>If applicable the Group Manager will initiate the Recruit for a Volunteer Brigade leader.</p>

Documentation

The Volunteer Brigade Leader will be provided a hard copy of all relevant documentation.

If a [12-month support and development plan - Volunteer Brigade Leader](#) is implemented, the Group Manager will scan the original copy. This will also be emailed to the brigade leader and a hard copy will be provided if needed.

All documentation should be saved in an appropriate secure location.

Consultation Links

QR Code and link to feedback survey:



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

Or email EkeTaumata@fireandemergency.nz to place feedback.

See other guidelines and supporting documents:

[Recruit for a Volunteer Brigade Leader](#)

[Volunteer Brigade Leader Annual Support and Development](#)

[Volunteer Brigade Leader Renewal](#)

[Volunteer Brigade Leader Non-Renewal](#)

[Core selection criteria - Volunteer Brigade Leader](#)

[Volunteer Brigade Leader position description](#)

[Deputy Volunteer Brigade Leader position description](#)

[12-month support and development plan - Volunteer Brigade Leader](#)

[Group Manager checklist at end of term - Volunteer Brigade Leader](#)

Brigade feedback on shortlist applicants:

[Option 1 - Using core selection criteria](#)

[Option 2 - Values alignment](#)

[Option 3 - Current process](#)