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22 July 2022

A Whittle

By email: [fyi-request-19741-42410c30@requests.fyi.org.nz](mailto:fyi-request-19741-42410c30@requests.fyi.org.nz)

Dear A Whittle

**Information Request – Group Manager positions**

I refer to your official information request dated 23 June 2022 asking for information in relation to Group Manager (GM) positions throughout New Zealand.

In accordance with the provisions of the Official Information Act 1982 (OIA), we have set out your questions and our responses in the table below. The 'stand up' date referred to in your questions below is the 27 September 2021.

Question ref	Request	Response
1	How many Group Manager positions were filled at the time of the 'stand up' of the new FENZ structure, Sept 2021?	74
2	How many Group Manager positions remained unfilled at that time?	3
3	At the time of 'stand up', how many Group Managers came from an urban fire background?	52
4	At the time of 'stand up', how many Group Managers came from a rural fire background?	22
5	Since 'stand up' how many Group Manager positions in total have been vacated for any reason, including secondment, resignation, or retirement?	14

6	How many Group Manager (GM) positions have been filled or will be filled by seconded employees, or are in the process of being filled by such?	10
7	Which Districts have or are about to, or have made offers or other arrangements, for seconded employees to fill GM positions?	<ul style="list-style-type: none"> <li>• Auckland District</li> <li>• Canterbury District</li> <li>• Counties Manukau District</li> <li>• Hawke's Bay District</li> <li>• Manawatu-Wanganui District</li> <li>• Mid-South Canterbury District</li> <li>• Northland District</li> <li>• Tairāwhiti District</li> <li>• Taranaki District</li> </ul>
8	How many employees seconded, or about to be seconded, to Group Manager positions had applied for a Group Manager position during either the redeployment or recruitment rounds of the restructure process?	10
9	How many of these employees seconded to a GM position (or about to be seconded, or have arrangements in place) were not successful at application or interview during the redeployment or recruitment rounds of the restructure process?	<p>The number of employees who meet the criteria in these questions is very small. We consider that, given the very small number involved and the parameters of your questions, it is reasonably likely that, if we were to release the information requested, individual employees could be identified and disclose personal information about them. This is particularly the case given there are only ten people who could meet the criteria you have asked about (see our response to question 8). Consequently, we are withholding this information under section 9(2)(a) of the OIA to protect the privacy of natural persons.</p> <p>We do not consider that there is a public interest in the release of the information requested in questions 9 – 11 which outweighs withholding it.</p>
10	How many employees seconded to a GM position (or about to be seconded, or arrangements are proposed for their secondment) were deemed 'not suitable', or did not meet the suitability requirements, for a GM role at application or interview during the redeployment or recruitment rounds of the restructure process?	
11	Which Districts have employees seconded into GM position(s) (or who are about to be, or who have been), who were previously unsuccessful or deemed to be 'not suitable' for the GM position during the redeployment or recruitment rounds of the restructure process?	

12	How many of these employees who had applied for a GM position during the redeployment or recruitment rounds of the restructure process, who are now seconded (or about to be) into GM roles, did not pass CORE during the initial selection process in 2021?	0
13	Is passing CORE still a requirement of selection to a GM position, permanent or seconded?	No
14	Of the vacancies identified in question 5 above, how many were filled by employees from an urban fire background and how many from a rural fire background. How many were filled by persons external to FENZ?	Of the vacancies filled on a permanent basis, all 3 vacancies were filled by employees with an urban background
15	For any GM positions filled following the 'stand up' of the new structure (Sept 2021), using a merit-based or best-suited selection process involving interviews, please provide the interview questions.	Please see a copy of the "Interview Assessment Summary" <i>attached</i> .

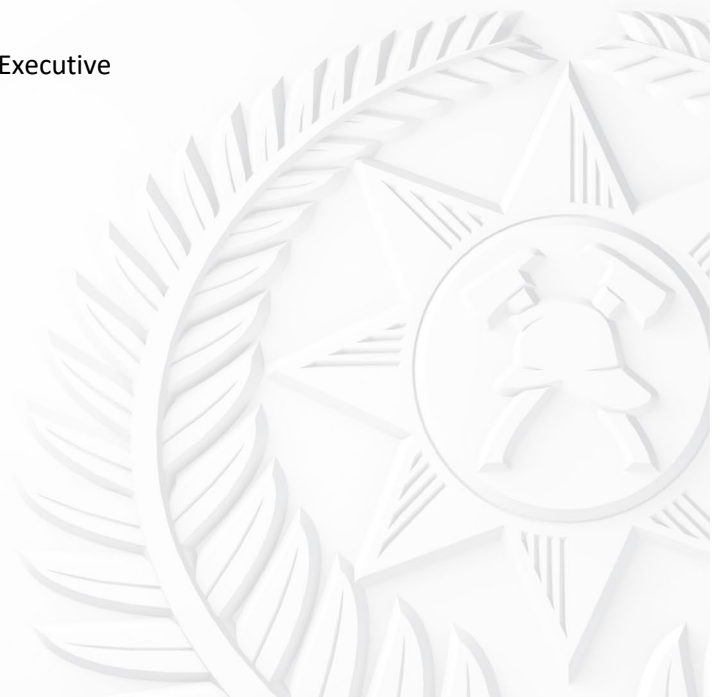
You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Yours sincerely



Sid Wellik  
Acting Deputy Chief Executive, Office of the Chief Executive

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# Interview Assessment Summary

This form should be completed by the person designated as scribe on behalf of the panel. One copy of the form should be completed per interviewee.

**Date:**

**Candidate's name:**

**Candidate Status:** Affected/Internal/External

**Position being interviewed for:** **GROUP MANAGER**

**Interview panel members (please indicate who is the scribe):**

Name	Title	Scribe Y/N

## Scoring Scale

Rating	Definition
0	No evidence of the experience and abilities required
1	Shows a small amount of evidence of the experience and abilities required (ie, could be considered to show some evidence in some of the areas described, however, panel considers that insufficient overall evidence of the capability has been demonstrated in the assessment)
2	Shows some evidence of the experience and abilities required (ie, shows evidence in a some of the areas described, however, panel has some doubt from the assessment that the capability is at the minimum level required)
3	Shows a good amount of evidence of the experience and abilities required (ie, shows sound evidence in most of the examples describing the capability area – panel is confident from the assessment that the capability is sound)
4	Shows very strong evidence of the experience and abilities required (ie, shows sound evidence of all or most examples describing the capability area – panel is confident from the assessment that the capability is strong).

## Part one: Presentation

Capabilities being assessed: *Communication, Analysis and Judgement, Technical Knowledge, Stakeholder Engagement and Relationship Management (refer to Capabilities table for descriptors)*

### Capabilities Demonstrated:

Organisational Leadership	Analysis and Judgement	Technical Knowledge	Results Orientation	Stakeholder Engagement & Relationship Mgmt	Team Leadership	Communication

**Notes on panel's discussion about whether evidence of capabilities required for role observed during presentation:**

Please provide commentary on presentation style, handouts, time taken.

Time taken \_\_\_\_\_ minutes

## Part two: Questions from the panel

**Question 1.**

*Can you please describe for us your understanding of FENZ's future operating model, and tell us how you think things would need to change from how they are now to achieve this new way of working?*

*Follow up – do you think the new model is a positive way forward?*

**Capabilities the question should provide evidence of:**

*Organisational Leadership, Analysis and Judgement, Technical Knowledge (refer to Capabilities table for descriptors)*

**Capabilities demonstrated in answer to question:**

Organisational Leadership	Analysis and Judgement	Technical Knowledge	Results Orientation	Stakeholder Engagement & Relationship Mgmt	Team Leadership	Communication

**Notes on panel's discussion about whether evidence of capabilities required for role observed during answer:**

**Question 2.**

*Can you please tell us about a time when you have worked to develop and/or improve a relationship with a key stakeholder or stakeholders to successfully achieve an important organisational goal?*

*Follow up – what do you think it was about what you did that helped ensure success?*

**Capabilities the question should provide evidence of:**

*Stakeholder Engagement and Relationship Management, Analysis and Judgement (refer to Capabilities table for descriptors)*

**Capabilities demonstrated in answer to question:**

Organisational Leadership	Analysis and Judgement	Technical Knowledge	Results Orientation	Stakeholder Engagement & Relationship Mgmt	Team Leadership	Communication

**Notes on panel's discussion about whether evidence of capabilities required for role observed during answer:**

**Question 3.**

*What do you see as the biggest challenges in achieving unification of urban and rural expertise in terms of operational delivery?*

*Follow up – how would the expertise you bring help ensure growing unification of operational service delivery?*

**Capabilities the question should provide evidence of:**

*Organisational Leadership, Team Leadership, Analysis and Judgement, Results Orientation (refer to Capabilities table for descriptors)*

**Capabilities demonstrated in answer to question:**

Organisational Leadership	Analysis and Judgement	Technical Knowledge	Results Orientation	Stakeholder Engagement & Relationship Mgmt	Team Leadership	Communication

**Notes on panel's discussion about whether evidence of capabilities required for role observed during answer:**

**Question 4.**

*If you got this role, what do you see as the main things you would need to focus on as the manager to grow a high performing team and a positive team culture?*

*Follow up – What specific challenges do you see to achieving this in terms of the team this role would be managing?*

*If being interviewed for more than 1 role, approach follow up question from perspective of each role.*

**Capabilities the question should provide evidence of:**

*Team Leadership, Analysis and Judgement (refer to Capabilities table for descriptors)*

**Capabilities demonstrated in answer to question:**

Organisational Leadership	Analysis and Judgement	Technical Knowledge	Results Orientation	Stakeholder Engagement & Relationship Mgmt	Team Leadership	Communication

**Notes on panel's discussion about whether evidence of capabilities required for role observed during answer:**

**Question 5**

*Can you tell us your thoughts on what an increased risk reduction focus would mean for brigades and the work they do?*

*Follow up – What challenges do you see in achieving this focus and how would you overcome them?*

**Capabilities the question should provide evidence of:**

*Organisational Leadership, Team Leadership, Analysis and Judgement, Results Orientation (refer to Capabilities table for descriptors)*

**Capabilities demonstrated in answer to question:**

Organisational Leadership	Analysis and Judgement	Technical Knowledge	Results Orientation	Stakeholder Engagement & Relationship Mgmt	Team Leadership	Communication

**Notes on panel's discussion about whether evidence of capabilities required for role observed during answer:**

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Part three: Assessment

**Note:** The minimum scoring criteria for an applicant to be considered suitable for appointment into this position will be 3 (out of 4)

<b><i>CAPABILITY AREA</i></b>	<b><i>Agreed rating</i></b>	<b><i>Capabilities Evidenced</i></b>
<b><i>Presentation</i></b>		
<b><i>Question 1</i></b>		
<b><i>Question 2</i></b>		
<b><i>Question 3</i></b>		
<b><i>Question 4</i></b>		
<b><i>Question 5</i></b>		
<b><i>TOTAL</i></b>		

**Overall Interview Summary:** (note: this will form part of the recommendation to endorse / request for employment offer form, and provide candidate feedback)

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## Weightings

Critical capabilities	District Manager	Group Manager	Community Risk Manager
Organisational leadership	25%	15%	15%
Team leadership	20%	20%	15%
Technical knowledge	10%	20%	15%
Stakeholder engagement and relationship management	20%	20%	25%
Analysis and judgement	10%	10%	10%
Results orientation	7.5%	7.5%	10%
Communication	7.5%	7.5%	10%
<b>TOTALS</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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Critical Capabilities	GROUP MANAGER selection criteria
Organisational leadership	<p><b>We are looking for evidence of:</b></p> <p>Experience working collaboratively and constructively as part of an operational management team.</p> <p>The ability to develop and lead operational plans for their team to effectively deliver performance standards and organisational goals.</p> <p>The ability to understand organisational goals and lead operational teams to contribute to the achievement of those goals.</p> <p><b>Evidence could include:</b></p> <ul style="list-style-type: none"> <li>• Example of when the candidate played a key role as part of a management team or similar group to achieve an important operational outcome or solve a challenging problem.</li> <li>• Example of when the candidate has developed and implemented an operational plan for their team to successfully achieve an organisational goal.</li> <li>• Demonstration of the ability to accurately describe the organisation's key goals (incl. new ways of working across the 4Rs) and insightfully articulate how current operational practice and ways of working within and across groups will need to change in the future to achieve these goals.</li> </ul>
Technical knowledge	<p><b>We are looking for evidence of:</b></p> <p>A sound understanding of effective and safe management of operational response, in either (or ideally both) built and natural environments, and how the characteristics of the local area impact how these can be most effectively managed.</p> <p>A sound understanding on relevant legislative, statutory and compliance requirements.</p> <p><b>Evidence might include:</b></p> <ul style="list-style-type: none"> <li>• Demonstration of understanding of key principles of effective fire readiness, response, reduction and recovery in either (or ideally both) built and natural environments, and how the operational work of brigades can best contribute to key priorities in these areas.</li> </ul> <p>Demonstration of ability to insightfully and accurately apply their knowledge of legislative, statutory and compliance requirements to a complex operational issue.</p> <p>NOTE: Where applicants can only demonstrate knowledge and understanding in either the built or the natural environment, selection panels will ensure the total population of Group Managers appointed to the District collectively have the required technical knowledge to operate effectively across both environments according to the District's profile.</p>
Team leadership	<p><b>We are looking for evidence of:</b></p> <p>Proven experience developing and managing a diverse operational team (e.g. of employees, volunteers and contractors) to achieve a positive working culture and high performance.</p> <p>The ability to effectively communicate district goals and plans, ensure their team understand how what they do contributes to this, and actively guide and enable them to achieve the operational performance standards required.</p> <p><b>Evidence could include:</b></p> <ul style="list-style-type: none"> <li>• Example of when the candidate has successfully provided problem solving or guidance for their team on a significant (complex and/or high risk) operational issue.</li> <li>• Demonstration of understanding of how to manage a diverse team to maximise team performance and achieve results.</li> <li>• Example of when the candidate has communicated an important goal or plan, and effectively managed their team to achieve the or complex goal/required outcome.</li> </ul>
Stakeholder engagement and relationship management	<p><b>We are looking for evidence of:</b></p> <p>The ability to lead local engagement activities and successfully manage key stakeholder relationships, representing the organisation at all.</p> <p>The ability to develop positive relationships and effective partnerships and engagement with iwi, and other agencies, and strategically important community group or individuals.</p> <p>The ability to identify and implement the need to develop key (internal and external) relationships to achieve organisational goals.</p> <p>The ability to represent FENZ and the government with authority, credibility and humility.</p>

	<p><b>Evidence might include:</b></p> <ul style="list-style-type: none"> <li>• Example of when the candidate has worked to develop and/or improve a relationship with a key stakeholder or stakeholders to successfully achieve an important operational goal or organisational objective.</li> <li>• Demonstration of a clear understanding of their key stakeholders would be in the role, and how they might work to build and maintain relationships with these people.</li> <li>• Example of when they have successfully worked to build trust and influence with a key stakeholder or stakeholder group.</li> </ul>
<b>Analysis and judgement</b>	<p><b>We are looking for evidence of:</b></p> <p>A track record of sound and timely decision making.  The ability to consistently show good judgement, including on complex operational issues.  The ability to prioritise well and focus on the right things.  The ability to effectively foresee and mitigate health and safety impacts on operational staff. Ability to think tactically and strategically to solve problems and achieve goals.  The ability to insightfully reflect on outcomes and show self awareness and learning.</p> <p><b>Evidence might include:</b></p> <ul style="list-style-type: none"> <li>• Example of when they have made a successful decision on a challenging operational issue (e.g. health and safety related), and demonstration that they were able to do this in an insightful, and timely way that created the right outcome/s.</li> <li>• Demonstrated ability to discriminate urgent from important and spend their time focusing on the things that make the most difference to achieving the required outcomes.</li> <li>• Demonstrated ability to apply knowledge of local environment and challenges, and think tactically and strategically to achieve goals.</li> </ul>
<b>Results orientation</b>	<p><b>We are looking for evidence of:</b></p> <p>The ability and commitment to deliver on their plans and commitments.  The ability to think proactively and strategically about how to achieve results, and make this happen.</p> <p><b>Evidence might include:</b></p> <ul style="list-style-type: none"> <li>• Example of when the candidate has shown ability and extra commitment to deliver what they say they will deliver on time.</li> <li>• Example of when the candidate has had to problem solve and show persistence to successfully achieve a required result under difficult circumstances.</li> </ul>
<b>Communication</b>	<p><b>We are looking for evidence of:</b></p> <p>The ability to communicate clearly and effectively verbally and in writing.  The ability to communicate with a range of audiences in a way that is engaging and clear.</p> <p><b>Evidence might include:</b></p> <ul style="list-style-type: none"> <li>• Delivery of a clear, succinct and engaging presentation and answers to interview questions to the panel.</li> <li>• Example of when the candidate has managed to communicate well with stakeholders to achieve a goal.</li> </ul>

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