



FIRE AND EMERGENCY NEW ZEALAND INTEGRATION PROGRAMME

**Guide to selection and appointment of
Local Advisory Committee members
[to be tested in LAC Hawke's Bay pilot]**

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Feedback and input sought from

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Purpose of this guide

The purpose of this guide is:

- To explain how to fairly and consistently evaluate information supplied by individuals expressing interest becoming a Local Advisory Committee Member (committee member).
- To describe the process and protocols for people participating in the screening, selection and appointment of a committee member.
- To explain the evaluation methodology, criteria and processes relating to the selection and appointment of a committee member.

Background

Local Advisory Committees will play a pivotal role in helping Fire and Emergency to ensure that communities become more resilient in the future. This means that New Zealand is safer and better prepared physically, economically and socially. Lives, property and the environment are increasingly protected and preserved, and there is a reduced likelihood and consequence of unwanted fire.

The main purpose of the Local Advisory Committees (LACs) is to provide advice from a local perspective to Fire and Emergency. They will ensure that local risks and needs are considered and that the voice of local communities is represented in Fire and Emergency's local and national planning for fire and non-fire services. This requires that LAC members:

- undertake efficient and effective local engagement for the board; and
- provide local advice to Fire and Emergency on the national strategy, local issues and local planning;

while considering and promoting the interest of the local area Fire and Emergency volunteers, industry brigades in the local area and any current operational service agreements and memorandums of understandings that Fire and Emergency has and that are relevant to the local area.

The people who engage in the LAC selection and appointment process will be important community influencers so the process we follow for how we treat people and how we make them feel (particularly unsuccessful applications and nominations) is as crucial as selecting the most suitable people. It is important that we maintain a "community relationship" mindset (versus an employee/employer or commercial mindset) as we conduct this selection and appointment process.

Confidentiality and Ethics

The integrity of the committee and those involved in establishing it is highly valued and must be reflected and maintained throughout this process.

Confidentiality of both the evaluation process and the results of this process is important. Those involved in the evaluation of nominees should not contact the nominee regarding their application without discussion with the panel.

Do not discuss applications with others who are not involved in the selection and appointments.

Ensure you disclose any personal connection to any of the nominees at the beginning of the process.

Call for Nominations

The call for nominations for LAC members will be publicly notified in the local newspaper and will appear on the Fire and Emergency New Zealand's website.

An analysis of local stakeholders will also be carried out by the national co-ordination function in conjunction with local leaders and local Maori advisors to identify possible nominees and approach these nominees specifically for nominations.

Note, regulations relating to the LAC appointment process, due to be in force by 1 July 2018, may result in changes to this process.

If a vacancy for a committee member arises with no obvious succession (e.g. Deputy Chair to act as Chair), then the vacancy will be publically notified and placed on the Fire and Emergency Local Advisory Committee webpage.

Application Channels

Nominees need to complete the expression of interest form in full and provide their professional CV.

This can be done electronically online or submitted in hard copy form. Applications will be collected, tracked and recorded by the nationally by the LAC administration function (to be informed by the trial).

The Evaluation Approach

The purpose of this evaluation process is to screen nominees using a pre-defined method in order to present a shortlist of suitable nominees to the Fire and Emergency Board, for potential appointment to a Local Advisory Committee (LAC/committee)

It is critical to the selection and appointment process that applications received are evaluated and scored by the panel consistently and without bias. Adopting an evaluation methodology, with pre-defined evaluation criteria and prescribed scoring metrics, reduces the subjectivity from the scoring process, ensuring that all responses are treated consistently and equally, irrespective of who is responsible for scoring each application.

The evaluation team will carry out the following steps in the evaluation process, to continuously refine the pool of suitable nominees, down to a recommended shortlist.

| Step | Description | Evaluated against | Evaluation Outcome |
|------|---|----------------------|--------------------|
| 1. | Satisfy essential criteria relating to the eligibility of the nominee to become an LAC committee member | Pre-defined criteria | Pass/Fail |

| | | | |
|----|--|--|-------------------------|
| 2. | Evaluate expression of interest and CV | Pre-defined criteria and scoring metrics | Score |
| 3. | Conduct interviews/panel discussions | Prescribed interview questions | Score |
| 4. | Reference checking | Prescribed reference checking questions | Favourable/unfavourable |

Essential Criteria

The essential criteria are a list of minimum non-negotiable requirements that the nominee must meet in order to be considered for selection to committee.

Applications for the Local Advisory Committees, will be automatically be excluded if the nominee is:

- not a NZ citizen; or
- under 18 years of age; or
- an undischarged bankrupt; or
- prohibited from being a director or promoter of, or being concerned or taking part in the management of, a company under any statutory provisions.

Whilst the nominee will be asked to self-disclose any **criminal convictions** they have and any **conflicts of interest** they are aware of, this does not automatically exclude them for further evaluation. These disclosures will be assessed on a case by case basis.

Evaluate Expression of Interest (EOI) and Curriculum Vitae (CV)

Each nominees EOI and CV will be assessed against specific criteria developed to determine the most suited persons for the role. At a high level, the criteria seeks to impartially evaluate the nominee's:

- Skills, experience and qualities; and
- Local knowledge of risks and needs and extent to which they successfully engage with local communities of interest.

These criteria will be evaluated in detail at various steps in the evaluation process and will be based on supporting information provided the nominee (i.e. application form, CV and cover letter) and a behavioural competency-based interview.

The panel will score based on the evidence in front of them and not pre-existing information, knowledge or ideas they have about the nominee over and above what has been presented.

If following interview, a nominee demonstrates strength in a particular area, not demonstrated in the application process, the score can be adjusted to reflect this.

Notes will be kept as to the reason a particular nominee is unsuccessful or less favourable than another.

In all circumstances, all steps and decisions are documented and justifiable so the Board are able to provide evidence that a fair selection and appointment process has been followed.

Reference Checking

References can be used to check subjective topics or for concerns that were unable to be alleviated in the interview process for one reason or another.

Reference checking will be conducted for preferred nominees that have been identified for recommendation to the Board and will serve as a final step to validate the evaluation outcomes drawn to date.

Score Moderation

All evaluation outcomes will be recording on a scoring sheet. The individual scores of each panel member will be consolidated on a consolidated scoring sheet by a scoring moderator and will be used to compare nominee evaluation results. The panel will meet to review consolidated scores, discuss any obvious outliers and disparity between individual scores and their rationale for scoring. Individual scores may be changed or moderated, as appropriate, as part of the moderation process.

The Evaluation Panel

An evaluation panel must be made up of a minimum of 3 assessors, who will be responsible for scoring the EOI and CVs and conducting interviews for nominee LAC members. Fire and Emergency New Zealand personnel will make up the majority of the panel. External evaluators to Fire and Emergency New Zealand may be invited to participate on the panel, if appropriate. Gender and diversity balance to be considered when forming a panel.

It is likely that personnel responsible for conducting the initial screening of nominees by assessing these against the essential criteria, outlined above, will be different to those members on the evaluation panel. Screening against essential criteria is expected to be carried out at a national level, by the national co-ordination function.

It is recommended that the evaluation panel comprise of at least the following roles:

1. a local leader with appropriate local knowledge of local risks and needs and communities of interest;
2. a Maori advisor with appropriate local knowledge of iwi;
3. a leader from the national co-ordination function to ensure consistency of capability across all LACs; and
4. a moderator (non scoring role) from the people and capability function to ensure consistency of process across all LACs.

Evaluation Criteria and Scoring

The scoring involves the use of weighting and a score range.

The weighting applied to the major evaluation criteria in the application process is outlined below.

| Category | Criteria | Chair | Member |
|---|--|-------|--------|
| Skills, experience and qualities | Leadership | 40% | 40% |
| | Thinking, judgement and analytics | | |
| | Ethics | | |
| | Working style; collaborations and communication | | |
| Local knowledge, engagement, influence/mana | Understanding of local risks and needs Community focussed | 60% | 60% |

| | | | |
|--------------|--|-------------|-------------|
| | Engages broadly with communities of interest Diversity of network within the local area | | |
| TOTAL | | 100% | 100% |

See Appendix 1 for Detailed criteria and weightings.

Scores must reflect the merit of the nominee relative to the scoring scale outlined in the table below.

| Score | Description | |
|-------|---|---|
| 9-10 | Greatly exceeds competence requirements | Exceptionally well demonstrated or an overwhelmingly significant amount of evidence to suggest nominee exceeds competence requirements 10+ years current/recent relevant experience, if applicable |
| 7-8 | Demonstrates more than required | Clearly demonstrated or a significant amount of evidence to suggest nominee exceeds competency requirements. 5+ years current or recent relevant experience, if applicable |
| 5-6 | Competence sufficiently demonstrated | Nominee satisfies the competency requirements. At least 2+ years current or recent relevant experience, if applicable |
| 3-4 | Not sufficiently demonstrated | Some evidence to satisfy requirements, however light, missing information or some reservations or concerns < 2 years' experience or experience not relevant and/or recent, if applicable |
| 1-2 | Not demonstrated | No evidence to support requirements are met OR evidence to suggest inconsistent or not appropriate when compared with requirements |

Interview scores will reflect the performance of the nominee during their interview.

Scoring structure for the interview questions is as follows and each interview will be taken on own merits. The weighting applied to the competencies in the interview process is outlined below.

| Competency Area | Weighting |
|-----------------------------------|-----------|
| Introductory & experience | 10% |
| Local Knowledge | 25% |
| Strategic and risk based thinking | 25% |

| | |
|--------------------------|-----|
| Group think facilitation | 10% |
| Stakeholders | 30% |

The panel will agree on a score for each interview question between 1-5.

INTERVIEW QUESTION RATING SCALE

Rating scale: 1= Poor, 2 = Limited, 3 = Demonstrated, 4 = Exceeds, 5 = Greatly exceeds

Scores will be reflective of the merit demonstrated in the response provided.

Estimated timeframes for process completion

This is dependent on the circumstances, however below are some indications of how long a process and the steps within a process is expected to take:

| Activity | Target timeframe |
|--|------------------|
| Advertising / collections of expressions of interest | 4 weeks |
| Shortlisting | 1 week |
| Interviews | 2 weeks |
| Reference checking and recommendations | 1 week |
| Offer and appointment | 1-2 weeks |

Final recommendations to appoint

Recommendations for appointment will be made to the board by the evaluation panel. The board are responsible in law for appointing the committee Chair and Deputy Chair, but in practice are most likely to appoint all members of a committee.

Appointments

Nominees are not appointed until they have read understood and returned the appointment letter. Appointments will then be confirmed and communicated.

All appointments made are subject to the completion of any pre-appointment reference checks that are still required to be undertaken to the satisfaction of the Board.

Unsuccessful nominees

Nominees are entitled to obtain verbal feedback as to why they have not been unsuccessful at the conclusion of the process. This will be carried out at the nominee's request.

Nominees wishing to make a complaint about the appointment process are to follow the complaints procedure. This would be through the standard Fire and Emergency Complaints process.

Note: Regulations relating to the appointment and removal of members are being drafted currently by Department of Internal Affairs and are expected to be in force for 1 July 2018. This may result in changes being required to be made to the processes outlined in this document.

Appendix 1: Evaluation criteria and weighting

Essential Criteria

EIOs will be initially assessed against a four high level stage gates on a Pass/Fail basis. Applications that receive an overall Pass will be considered for detailed evaluation.

| # | Criteria | Criteria description |
|----|-------------------------------------|---|
| 1. | Motivations for expressing interest | Applicant's motivations for wanting to participate in the trial are aligned with that of Fire and Emergency's |
| 2. | Availability | Applicant is available to attend trial committee meetings and carry out trial activities over the trial period |
| 3. | Exclusions | Applicant does not have any criminal convictions or conflicts of interest that would prevent them from participating in the trial |
| 4. | Live in the local area | Applicant resides in the local area as defined by the trial LAC boundary |

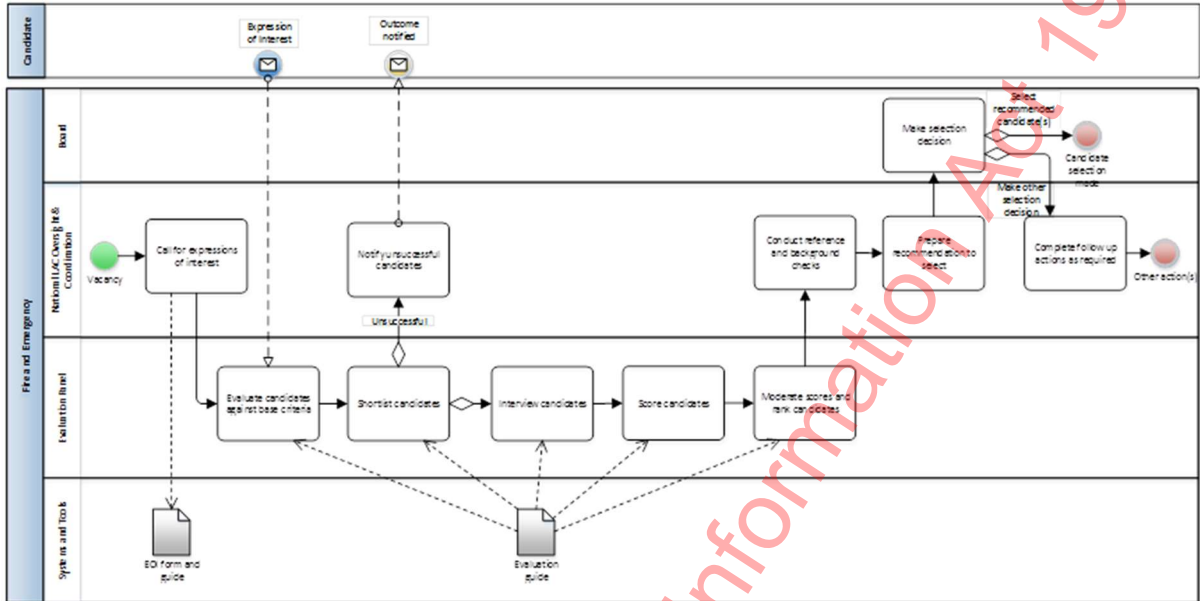
Detailed Criteria

Weightings for the key sections of the EOI are set out below.

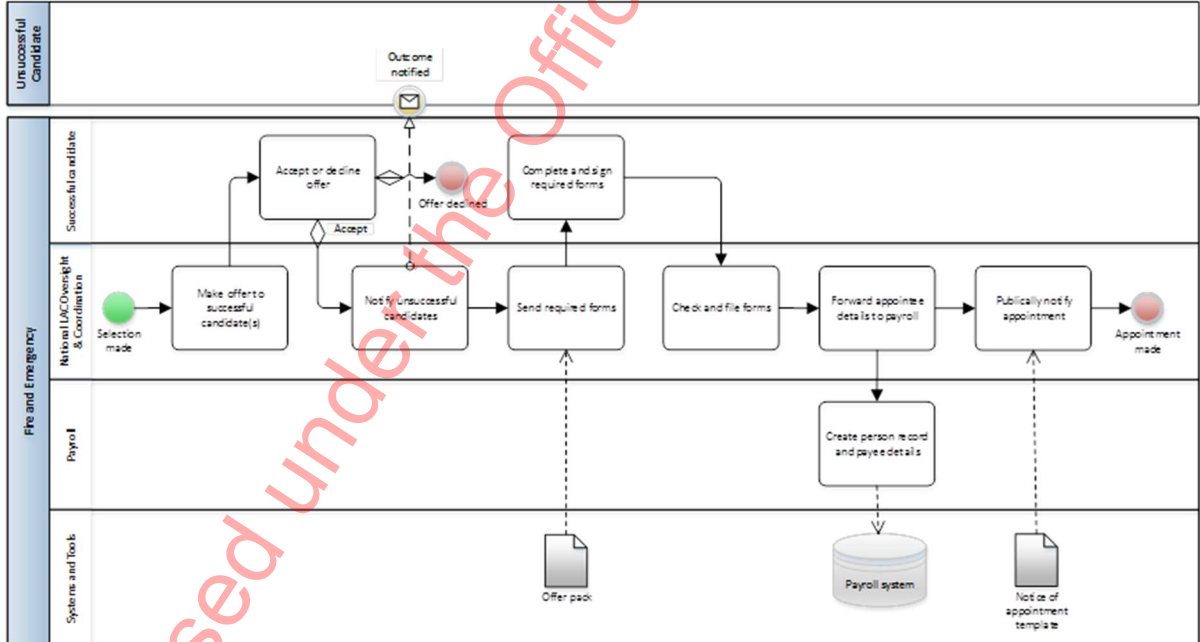
| # | Criteria | Chair | | Member | |
|-----------|--|-------------|-------|-----------|-------------|
| | | Weighting | Total | Weighting | Total |
| 1. | Skills, Experience and Qualities | | 40% | | 40% |
| | Leadership | 10% | | 5% | |
| | Critical thinking/ strategic agility | 10% | | 15% | |
| | Ethics | 5% | | 5% | |
| | Working style, collaboration and communication | 15% | | 15% | |
| 2. | Local knowledge and engagement | | 60% | | 60% |
| | Understands risks and needs of community of interest | 30% | | 30% | |
| | Engages broadly and has outreach to and number of different interest groups | 15% | | 15% | |
| | Can demonstrate that they are representative of a cluster, and not one particular industry | 15% | | 15% | |
| | Total | 100% | | | 100% |

Appendix 2: Selection and appointment process diagrams

Select



Appoint



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Appendix 3: Exit process diagram

Note, the exit process is subject to regulations currently being drafted by the DIA.

[TBC]

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Appendix 4: Trial LAC Evaluation Process Details

The screening panel for the trial LAC comprises of:

| Name | Role |
|-----------------|---|
| Ken Cooper | Local manager, Hawke's Bay |
| Trevor Mitchell | Local manager, Hawke's Bay |
| Piki Thomas | National Maori Advisor |
| Gary Lockyer | Workstream Leader, Resilient Communities |
| Nic Wright | Project Manager, Resilient Communities |
| Sue Sherburd | Principal Engagement Advisor, Integration Programme |
| Cushla Majendie | Implementation analyst, Integration Programme |

The evaluation panel for the trial LAC comprises of:

| Name | Role |
|------------------|---|
| Ken Cooper | Local manager, Hawke's Bay |
| Trevor Mitchell* | Local manager, Hawke's Bay |
| Piki Thomas | National Maori Advisor |
| Gary Lockyer* | Workstream Leader, Resilient Communities |
| Nic Wright | Project Manager, Resilient Communities |
| Sue Sherburd* | Principal Engagement Advisor, Integration Programme |
| Cushla Majendie | Implementation analyst, Integration Programme |
| Julia Saunders | Moderator (non scoring role) |

**Interview/discussion panel*

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