



## Job Description

Job title	Manager Operational Readiness
Group	Bay of Plenty Emergency Management (BoPEM)
Section	Operational Readiness
Responsible to	Director Bay of Plenty Emergency Management
Responsibility for employees	Senior Emergency Management Advisor (1), Emergency Management Advisors (3)
Date	1 July 2015

### Job purpose

The Bay of Plenty Emergency Management (BoPEM) department is a semi-autonomous organisation that provides regional and local Civil Defence Emergency Management (CDEM) services. The Civil Defence Emergency Management Group has tasked BoPEM with leading and coordinating CDEM activities on behalf of the local authorities within the Region (Tauranga City Council, Western Bay of Plenty District Council, Whakatane District Council, Kawerau District Council, Opotiki District Council and Rotorua Lakes District Council). Notwithstanding the obligations on all member organisations under the Civil Defence Act, BoPEM aims to strengthen organisational and community resilience through a collaborative and sharing approach.

The Bay of Plenty Group Vision is: "A resilient Bay of Plenty: communities understanding and managing their risks".

Disasters happen, quickly, and without compassion. While they can't be prevented entirely, there are steps that can be taken to reduce the impact and enable the community to be better prepared, to respond effectively and recover quickly. This role is to deliver and maintain an operational response model (trained teams, systems and facilities) that will enable the region to respond appropriately to both natural and non-natural emergencies. The role involves developing and implementing strategies, leading staff, building systems, conducting training and exercises, all designed to ensure our communities are ready and capable to respond effectively during an emergency.

The position will also fulfil the role of Alternate Group Controller under the CDEM Act 2002, and will support the Group Controller in leading the CDEM Group response to major emergencies and disasters.

**Functional relationships (relating to others)**

External	Purpose and frequency of contact
<ul style="list-style-type: none"> <li>• Senior management from Local Authorities within the Bay of Plenty region</li> <li>• Government organisations</li> <li>• Iwi and Maori Trusts</li> <li>• Contractors, consultants and suppliers</li> <li>• Industry groups</li> <li>• Technical or legal professionals</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain information about projects or work programmes and report on progress against work programmes <span style="float: right;">Weekly</span></li> <li>• Ensure technical information is up to date and in line with best practice <span style="float: right;">Weekly</span></li> <li>• Liaison with other delivery contracts and agencies about projects <span style="float: right;">As required</span></li> <li>• Programme management issues spokesperson <span style="float: right;">As required</span></li> </ul>

Internal	Purpose and frequency of contact
<ul style="list-style-type: none"> <li>• Bay of Plenty Emergency Management staff</li> <li>• Senior Management across the councils</li> <li>• Staff at all levels within the organisation</li> <li>• Councillors</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison and coordination of delivery of work streams within the programme <span style="float: right;">Daily</span></li> <li>• Obtain information and technical opinions about projects and issues <span style="float: right;">Weekly</span></li> <li>• Obtain information about other programmes, projects and activities relevant to the management and coordination of the programme <span style="float: right;">Occasionally</span></li> <li>• Assist with the development of suitable project plans, status reporting or other management information that is relevant <span style="float: right;">Weekly</span></li> <li>• Coaching and assisting others in programme and project management skills in order to lift the capability of PM skills within Council <span style="float: right;">Occasionally</span></li> <li>• Raise and resolve internal service issues <span style="float: right;">Weekly</span></li> </ul>

**Key result areas**

The job encompasses the following major functions or key result areas:

- People management
- Relationship management
- Response (as Alternate Group Controller)
- Strategic leadership
- Response capability development
- Emergency response management
- Crisis management
- Emergency management coordination
- Corporate contribution

The requirements in the above key result areas are broadly identified below:

**Key accountabilities**

Key accountabilities (jobholder is responsible for)	Key accountability measures (jobholder is successful when)
<p><b>1 People management</b></p> <ul style="list-style-type: none"> <li>• Provide supportive leadership, motivating and directing employees as they work.</li> <li>• Effectively communicate current activities and policies.</li> <li>• Conduct the performance management process working with employees to develop, monitor, and review employees' work performance.</li> <li>• Manage external contractors, consultants, projects, project teams, and manage the quality and timeliness of outputs.</li> <li>• Provide mentoring support for other Programme managers and Project managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee turnover is within acceptable level.</li> <li>• Appropriately skilled employees are on the job.</li> <li>• Employees are professional in approach and can contribute individually and collectively to the organisation's success.</li> <li>• Conduct actively contributes to the building of a motivated and successful employees' team.</li> <li>• The performance review process is carried out on time with all employees.</li> <li>• Employees have a learning and development programme.</li> <li>• Support provided (where required) for key programmes ensuring successful delivery of outcomes.</li> </ul>
<p><b>2 Relationship management</b></p> <ul style="list-style-type: none"> <li>• Establish and maintain close working relationships with internal and external contacts including local authorities, emergency services, non-government organisations, communities, suppliers, consultants and contractors.</li> <li>• Ensure that the relationship between the BoPEM and its key external stakeholders is positive and constructive.</li> <li>• Develop and support capacity and capability building across key stakeholder entities (e.g. Lifelines Group; Regional Emergency Services Coordination Committees; Local Emergency Service Coordination Committees).</li> <li>• Manage strategic and operational CDEM stakeholder relationships at a local, group and national level.</li> <li>• Represent BoPEM at appropriate conferences, seminars and other events.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective, professional relationships and partnerships are developed and maintained with internal and external contacts.</li> <li>• Key external stakeholders consider that their relationship with the BoPEM is positive and constructive.</li> <li>• Professional image is conveyed in public forums.</li> </ul>
<p><b>3 Response (as Alternate Group Controller)</b></p> <ul style="list-style-type: none"> <li>• Undertake duties of the Alternate Group Controller supporting the Group Controller leading the CDEM Group response during emergency situations in accordance with the CDEM Act 2002.</li> <li>• Provide appropriate and timely advice and support to local controllers.</li> <li>• Ensure the involvement and contribution of</li> </ul>	<ul style="list-style-type: none"> <li>• The Bay of Plenty CDEM group responds effectively to any emergency event in accordance with legislation.</li> <li>• Professional emergency management advice and support and liaison is provided to other lead agencies during an emergency.</li> <li>• Carry out the roles and responsibilities of any other emergency response management role</li> </ul>

Key accountabilities (jobholder is responsible for)	Key accountability measures (jobholder is successful when)
<p>partner organisations in an emergency response as per the Group plan, National CDEM plan and CDEM Act 2002.</p> <ul style="list-style-type: none"> <li>Respond to emergencies in accordance with Group plans and BoPEM SOPs.</li> </ul>	<p>as assigned by the Director Emergency Management.</p>
<b>4 Strategic leadership</b>	
<ul style="list-style-type: none"> <li>Contribute as a member of the CDEM Leadership team to help shape the region's CDEM strategic direction and coordinate activities to provide holistic integrated outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Actively participate as a member of the leadership team to provide the leadership, environment, culture, and systems that will enable staff to thrive and achieve.</li> <li>Deputise for the Regional Manager as required, during absences.</li> </ul>
<b>5 Response capability development</b>	
<ul style="list-style-type: none"> <li>Enable effective response capability development through the management of CDEM training and exercising frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>Manage the ongoing analysis and monitoring of response capability and development of response personnel; equipment; and facilities that ensures an appropriate "trained state" prior to an emergency</li> <li>Lead the development and implementation of training programmes to meet those needs.</li> <li>Lead in the identification of strategic exercise objectives to test local and group response capability.</li> <li>Plan, organise and implement Regional and Local exercises.</li> <li>Implement a robust lessons learned process as a precursor to improving SOPs.</li> <li>Champion training approaches and opportunities at a group and national level.</li> </ul>
<b>6 Emergency response management</b>	
<ul style="list-style-type: none"> <li>Lead the development of appropriate response plans, systems and tools (including warning systems) that enables effective response management at a local and Group level.</li> <li>Manage the region's EOCs and ECC to ensure they are fit for purpose and sufficiently structured and resourced to conduct immediate response activities.</li> </ul>	<ul style="list-style-type: none"> <li>Lead ongoing response needs analysis (with specific focus on logistics management, EOC management, Public Information management.</li> <li>Source/adapt/develop response best practice, frameworks and templates that meet the requirements of local response arrangements.</li> <li>Develop SOPs across the region that are consistent, support CIMS and facilitate effective response management.</li> <li>Provide CDEM professional support to controllers and response arrangements during emergency events.</li> <li>Lead the development of transition planning and arrangements from response to recovery.</li> <li>Conduct a scheduled reconciliation of EOC/Emergency Coordination Centre (ECC) facilities against the MCDEM audit and best practice criteria.</li> <li>Highlight and plan to rectify deficiencies.</li> <li>Implement and maintain Emergency</li> </ul>

Key accountabilities (jobholder is responsible for)	Key accountability measures (jobholder is successful when)
	<p>Management Information System (EMIS) as the Group operational information system.</p> <ul style="list-style-type: none"> <li>• Lead the development/acquisition of a full suite of EOC/ECC system documentation. Reduce these to SOP/checklist format and ensure EOC staff are familiar with their use.</li> <li>• Ensure EOC/ECCs are resourced appropriately with trained people and equipment.</li> </ul>
<b>7 Crisis management</b>	
<ul style="list-style-type: none"> <li>• Provide coordination and leadership in the development, testing, review and improvement of triggers and thresholds, for effective progression from crisis management to CDEM response management.</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiate and influence a consistent approach across the Bay of Plenty, in defining triggers and thresholds between crisis management arrangements and CDEM response.</li> <li>• Support in the development of risk based business continuity arrangements that provides capacity for emergency management.</li> </ul>
<b>8 Emergency management coordination</b>	
<p><b>Lifeline coordination:</b></p> <ul style="list-style-type: none"> <li>• In conjunction with the lifelines team, integrate lifeline operators into community resilience building and operational readiness activities.</li> </ul> <p><b>Response team coordination:</b></p> <ul style="list-style-type: none"> <li>• Manage levels of availability and the coordination of local response teams.</li> </ul> <p><b>Logistics planning and coordination:</b></p> <ul style="list-style-type: none"> <li>• Develop logistics contingency plans/arrangements and implement region- wide logistics strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate a comprehensive analysis of the region's infrastructure/logistics networks.</li> <li>• Conduct a needs analysis of those networks critical to the effective running of the region (political, economic, social, health, etc).</li> <li>• Work with operators to enhance resilience.</li> <li>• Provide support to the Bay of Plenty Lifelines Group to ensure effective delivery of the work programme.</li> <li>• Manage the CDEM Group's relationship with Local Authority Response Teams in accordance with existing/future Memoranda of Understanding (MOUs).</li> <li>• Analyse current logistics contingency plans/arrangements and address any gaps in order to develop and implement a region wide logistics strategy.</li> </ul>
<b>9 Corporate contribution</b>	
<ul style="list-style-type: none"> <li>• Promote the implementation of the Corporate Culture Statement, Leadership Model and Health and Safety Systems.</li> <li>• Recognise individual responsibility for Workplace Health and Safety under the Health and Safety in Employment Act 1992.</li> <li>• Meet the statutory responsibilities detailed in the Information Management Policy and Procedures standard.</li> <li>• Provide advice to BOPRC in order that Bay of Plenty Regional Council may meet its</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate responsibilities are undertaken and completed accurately, meeting specified standards and within agreed timeframes.</li> <li>• Hazards are identified and all incidents and accidents are reported.</li> <li>• Participate in any wellness programmes, such as stress management training and health monitoring.</li> <li>• BoPEM records are created and maintained in corporate information systems, meeting specified information management standards.</li> </ul>

Key accountabilities (jobholder is responsible for)	Key accountability measures (jobholder is successful when)
statutory responsibilities for civil defence and emergency management.	<ul style="list-style-type: none"> <li>Participate in any CDEM training initiatives and assist with any civil defence emergencies.</li> </ul>

## Delegations

In accordance with the Council's Delegation Instrument(s) this job:

- Does /  Does not control a budget Amount Nil
- Can /  Cannot spend money from other's budget Amount \$30,000
- Jobholder can spend unbudgeted capital  Yes  No Amount \$Nil
- Jobholder is responsible for committing the organisation to long term contracts  Yes  No
- Jobholder signs correspondence on behalf of the Council  Yes  No

## Freedom to Act

Guidelines and support available to assist the jobholder to make decisions e.g. policy documents, standard procedures, reference to team leader or senior employees. If jobholder can make decisions without approval from anyone else, please note that authority.

- Acts in accordance with CDEM Act 2002, The Bay of Plenty CDEM Group Plan and SOP's developed for the Group.
- Required to make decisions based on limited available information, under pressure during emergency situations.
- Receives guidance and support from Managers of Planning & Development, and Community Resilience, and support from Local Controllers during emergencies.
- Guidance and direction provided by the Director, Emergency Management. Technical Advice and support from the Ministry of Civil Defence & Emergency Management (MCDEM).

## Work complexity

Most challenging duties typically undertaken:

- Support the Group Controller in leading Group response to emergency events at no notice in a high stress environment.
- Lead the development and implementation of CDEM activities integrated across the 4 R's (reduction, readiness, response and recovery) in a range of differing organisations, where cultures, work practices and funding models vary.
- Develop and maintaining strong, trusting relationships in a multi-agency setting that will effectively deliver coordinated response activate during emergency events.
- Lead and inspire emergency management staff in planning and development to deliver CDEM as a team.

## Other aspects

Note any significant aspects of this job that have not been captured elsewhere in this document.

- The position will also fulfil the role of Alternate Group Controller under the CDEM Act 2002, and will support the Group Controller in leading the CDEM Group response to major emergencies and disasters. This position will provide for 24/7 emergency on call through a duty arrangement system.

## Person specification

Minimum academic qualifications and experience required:	
Essential	Desirable (for recruitment purposes only)
<ul style="list-style-type: none"> <li>A bachelor's degree in recognised field related to emergency management (e.g. Emergency Management, Risk Management, Policing or other related field) ) or an equivalent combination of education and experience.</li> <li>A valid driver's licence required*<sup>1</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>Specialist qualification in a relevant discipline.</li> <li>CDEM Controller Training.</li> </ul>

Knowledge / experience (indicate years of experience required as appropriate)	
Essential	Desirable (for recruitment purposes only)
<ul style="list-style-type: none"> <li>10 years proven experience relevant to emergency management including reduction, readiness, response and recovery.</li> <li>Experience in developing and implementing process improvements.</li> <li>Leadership skills.</li> <li>Relationship management and interpersonal skills.</li> <li>Strategic thinking and conceptual thinking ability.</li> <li>Demonstrated ability to manage projects within agreed budget and timeframes.</li> <li>Well-developed knowledge of emergency management principles and practices.</li> <li>Well-developed facilitation and effective negotiation ability.</li> <li>Excellent communication and media skills.</li> <li>Proven project/time management skills.</li> <li>Well-developed report writing ability.</li> <li>Public Speaking, writing and editing skills.</li> <li>Treaty of Waitangi and partnership with Māori.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the Civil Defence Emergency Management Act 2002, National CDEM Strategy, the Resource Management Act 1991.</li> <li>Knowledge of other legislation likely to impact on the work of the Bay of Plenty Emergency Management Office.</li> <li>Technology savvy.</li> <li>Public sector managerial experience.</li> <li>Line management experience.</li> </ul>

<sup>1</sup> Driving record free of driving suspensions or convictions (excluding demerit points and infringement fees). Requirement for valid Driver's Licence may be waived if applicant has a driving-related disability.

**Key skills / attributes / job specific competencies**

The following indicates what would typically be expected for this role at a competent level:

Advanced knowledge	<ul style="list-style-type: none"> <li>• Knowledge and experience of best practice programme/project management techniques.</li> <li>• Ability to resolve issues with Senior Executives to ensure programme success.</li> <li>• Define, document and agree scope in a way that makes it clear for all stakeholders the project/programme outcomes.</li> <li>• Managing financial, capital and human resources in accordance with best practice and the organisation’s policies, procedures and delegations.</li> <li>• Ensuring appropriate quality assurance and risk management processes and policies are in place and operating effectively.</li> <li>• Working with others to build a matrix, programme management framework and capability for the Council to help best achieve its broader outcomes.</li> </ul>
Working knowledge	<ul style="list-style-type: none"> <li>• Ability to operate in an environment of uncertainty and incomplete information and make well-reasoned decisions.</li> <li>• Ability to foresee and avoid problems before they occur wherever possible.</li> <li>• Knowledge and experience of best practice programme/project management methodologies and techniques to provide sound advice and support to Project Managers and Project Coordinators.</li> <li>• Drive, energy and determination to move the programme of work forward.</li> <li>• Proactively and assertively managing resources external to the immediate programme (e.g. contractors) to ensure the needs of the programmes and projects are met.</li> <li>• Software – Microsoft Office and Project Management Software.</li> <li>• Health and safety legislation and personal HSE obligations.</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>• Community, cultural and political awareness.</li> </ul>

**Personal attributes / key behaviours**

- Empowers programme wide results by creating, leading and motivating people towards achieving organisational goals and wider benefits.
- Strong communication skills including written and oral presentation skills.
- Sound judgement and initiative.
- Sound decision making skills.
- Effective time management.
- Problem solving skills.
- Self-motivated and able to work unsupervised.
- Negotiation skills with ability to resolve conflict situations.
- Desire to enhance knowledge and skills.

**Other requirements**

- May require frequent travel within or outside Bay of Plenty region.
- Occasionally required to work outside of normal hours.



## **Change to job description**

From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment. Such changes, including technological requirements or statutory changes, may be initiated by the manager of this job with due consultation with the position holder. This job description should be reviewed as part of the preparation for performance planning for the annual performance cycle.

### **Recommended:**

\_\_\_\_\_

Manager

\_\_\_\_\_

Date

### **Approved:**

\_\_\_\_\_

Manager

\_\_\_\_\_

Date

### **Discussed with incumbent:**

\_\_\_\_\_

Employee

\_\_\_\_\_

Date



## Our values - our journey

### ***A tatou haerenga***

Our values reflect who we are and what is important to us.

Te Pumanawa 'the beating heart of the organisation'.

Our organisational values have been woven together following input from staff across the organisation, now it's up to each of us to bring these values to life in the work that we do every day.

TRUST	INTEGRITY	COURAGE
<p>We trust each other and work to build trust</p>	<p>We do what we say we will do</p> <p>We act with purpose to achieve results</p>	<p>We act boldly to lead and do the right thing for our region</p>
MANA (manaakitanga)	KOTAHI (kotahitanga)	WHĀNAU (whanaungatanga)
<p><b>Mana</b></p> <ul style="list-style-type: none"> <li>▪ Leadership</li> <li>▪ Having strength and courage</li> <li>▪ Being a positive influence</li> <li>▪ Being proud and courageous</li> <li>▪ Professionalism</li> </ul> <p><b>Manaakitanga</b></p> <ul style="list-style-type: none"> <li>▪ Trust and respect</li> <li>▪ Reciprocity (sharing)</li> <li>▪ Nurture/support</li> </ul> <p>Mana has many meanings such as integrity, charisma and prestige.</p> <p>Manaaki means 'to nurture and support and help each other grow'. When you add the 'tanga' the word is enhanced.</p>	<ul style="list-style-type: none"> <li>▪ Unity</li> <li>▪ Strong emphasis on collaboration</li> <li>▪ Being inclusive</li> <li>▪ Nurturing a positive team spirit</li> <li>▪ Sense of ownership</li> </ul> <p>Kotahi means 'as one'. Adding the 'tanga' accentuates the word, giving it a wider meaning, bringing us together – 'strength in unity'.</p>	<ul style="list-style-type: none"> <li>▪ Strong focus on relationships</li> <li>▪ Having fun and being happy</li> <li>▪ Socialising, including the importance of friends</li> <li>▪ Supporting each other</li> </ul> <p>Whānau means family. Adding the 'tanga' extends the word to a wider whānau context. It has a very strong focus on relationship within the organisation.</p>