



NEW ZEALAND  
**FIRE**  
SERVICE  
*Whakaratonga Iwi*

# *Strategic Human Resources Plan*

## 2006 – 2011

# People and Partnerships



# Preface

The New Zealand Fire Service (NZFS) exists to reduce the incidence and consequence of fires and to provide a professional response to other emergencies. In doing so, the NZFS contributes to the government's goal of "building safer communities" by "working in partnership with communities".

**Our Vision** *"Working with communities to protect what they value."*

**Our Mission** *"To reduce the incidence and consequence of fire and to provide a professional response to other emergencies."*

**Our Values**

- *Serving our communities*
- *Integrity*
- *Skill*
- *Comradeship*
- *Adaptability*

People are central to the achievement of the organisation's mission and vision. This is reflected in the importance placed in the overall Strategic Plan on "develop and protect our people and promote internal stakeholder partnerships".

Each year the Human Resources Strategy Group (HRSG) undertake a comprehensive environmental scan, and review the priorities and themes of the NZFS human resources plan. In reviewing the plan, the HRSG considers a number of internal sources of information, including:

- the All Personnel Survey;
- the outcomes from Partnership Conferences with representative groups (NZ Professional Firefighters' Union/United Fire Brigades Association);
- demographic information on our volunteers and career staff;
- strategy plans in the areas of equal employment opportunities, health and safety and training;
- the NZFS Commission 5 Year Strategic Plan;
- organisational results as reflected in the Chief Executive's report;
- exit interview data on career and volunteers;
- the leadership/360° Survey;
- opportunities for improvement arising from Business Excellence;
- input from other groups (Training, Health & Safety, and Diversity & Fairness)
- risk management analysis.

This is the third Strategic Human Resource Plan (2006-2011) developed by the HRSG with input from the Fire Service's Human Resource Team.

The Strategic Human Resources Plan (2006-2011) is the foundation for annual business plans in respect of human resources. The document is designed to set out a national programme of activities, along with suggestions for complementary local initiatives. It sets the Strategic HR framework within which other activities, such as training, health and safety, and Diversity & Fairness, establish their plans.



Chief Executive/National Commander  
June 2006

# Introduction

There are a number of significant organisational, societal and legislative changes facing the organisation in the period covered by this Strategic Human Resources Plan. These are:

- Potential changes to the legislation governing the Fire Service in the form of a new Act that is intended to establish a unitary fire service with a wider emphasis on both fire and rescue, together with a new funding system;
- continuing social pressures impacting on the ability of volunteer brigades to recruit and retain volunteers;
- the capacity of the workforce to keep pace with changing roles and expectations of the Fire Service;
- the need to manage the effects of increased workforce diversity and maintain the drive to recruit from non-traditional groups within society;
- changing community risk profiles and the challenge of adjusting our resources to meet these changes;
- changes in legislation, including increased health and safety obligations, good faith obligations and minimum employment entitlements that have direct financial implications;
- a tight labour market and skill shortages in certain areas; and
- the special needs and expectations of groups of employees and volunteers.

## **Feedback**

Comments and suggestions regarding this plan are welcome. Please refer any comments to Vincent Arbuckle via e-mail ([Vince.Arbuckle@fire.org.nz](mailto:Vince.Arbuckle@fire.org.nz)).

# Overview of Strategy

Strategic Priority	Key Strategies	Description of Key Strategies	
<b>People &amp; Partnerships</b>	1.0	Develop & enhance the capability of volunteer fire brigades to deliver the organisation's strategic direction.	<p>1.1 Develop human resource management systems and structures that assist brigades to better fulfil their agreements of service with the Commission.</p> <p>1.2 Assist brigades to address recruitment and retention through practical resources, guidance and personnel systems.</p>
	2.0	Develop a workforce that is reflective of, and responsive to, the community	<p>2.1 Ensure that the Fire Service recruits and retains a more diverse workforce.</p> <p>2.2 Engage and align the workforce with the organisation's mission, vision and values.</p> <p>2.3 Develop improved systems for workforce planning.</p> <p>2.4 Develop the capability of all employees and volunteers to interact with the community effectively, in particular, at-risk groups.</p>
	3.0	Equip and train our people to serve the community	<p>3.1 Establish training and development systems that equip all personnel for their respective roles.</p> <p>3.2 Maintain a safe and healthy working environment.</p> <p>3.3 Develop work systems and equipment that better enable our people to perform effectively.</p>
	4.0	Develop strong and effective leaders	<p>4.1 Promote and encourage management and leadership behaviours that are aligned with the organisation's values and direction.</p> <p>4.2 Nurture future leaders to provide a ready pool of talent for succession planning.</p> <p>4.3 Develop the capability to anticipate and better manage change.</p> <p>4.4 Provide management systems, guidelines, information and policies that support effective management.</p> <p>4.5 Provide systems for leaders to manage performance.</p> <p>4.6 Provide leadership programmes that equip existing and future leaders for their roles.</p>
	5.0	Create fulfilling and satisfying careers for all personnel	<p>5.1 Develop and maintain systems to listen, respond and communicate with our people.</p> <p>5.2 Develop flexible structures and job designs that promote our people's motivation, satisfaction and wellbeing.</p> <p>5.3 Manage the "brand perception" of the Fire Service as the preferred emergency service for both employees and volunteers.</p>
	6.0	Partnerships and cohesion for an effective organisation	<p>6.1 Promote regular opportunities to partner with employee and volunteer representative groups (UFBA, NZPFU, Chiefs' Society, PSA).</p> <p>6.2 Encourage co-operation and cohesion across the Fire Service, including positive working relationships between employee and volunteer personnel.</p>

# Key Strategy 1

**1.0 Develop and enhance the capability of volunteer brigades to deliver the organisation's strategic direction.**

**1.1 Develop human resource management systems and structures that assist brigades to better fulfill their agreements for service with the Commission.**

**1.2 Assist brigades to address recruitment and retention through practical resources, guidance and personnel systems.**



## I.1 Develop human resource management systems and structures that assist brigades to better fulfil their agreements of service with the Commission.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
I.1.1 Maintain volunteer data in HRMIS and extend Employee Kiosk to accommodate volunteers via remote access.						DHR
I.1.2 Maintain and promote volunteer HR advice 0800 number.						DHR
I.1.3 Develop a consistent Volunteer CFO/DCFO selection system.						DHR
I.1.4 Establish a national Volunteer CFO/DCFOs induction programme.						DHR
I.1.5 Review and expand the Volunteer Chief Fire Officers' Personnel Manual & guidelines.						DHR
I.1.6 Develop formal guidelines & policies for the care of minors in volunteer brigades.						DHR

### Local Initiatives

- Regions to continue emphasis on leadership and management competencies in selecting Chief and Deputy Chief Fire Officers.
- Continue and expand opportunities for senior volunteer leaders to develop volunteer management skills through special projects, Chief Fire Officers' forums and meetings.
- Volunteer brigades to recruit for specific skill sets in people management, and other administrative functions.
- Contribute to the maintenance of accurate volunteer data in the HRMIS.

## I.2 Assist brigades to address recruitment and retention through practical resources, guidance and personnel systems.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
I.2.1 Maintain research into resignations from volunteer brigades.						DHR
I.2.2 Develop revised recruitment and selection system for volunteers.						DHR
I.2.3 Revamp and expand recruitment materials and resources.						DMPC
I.2.4 Convene annual VSO representative forum, and promote professional development amongst VSOs.						DOT
I.2.5 Develop enhanced employer recognition systems (subject to pilot).						DHR
I.2.6 Review overall reward and recognition systems including gratuities, accident insurances, and brigade grants etc.						DHR
I.2.7 Review Loss of Wages policy with consideration of other costs such as childcare.						DHR
I.2.8 Develop a national standard on the management and obligations of volunteers.						DHR

### Local Initiatives

- Regions to profile and support innovative recruitment approaches in volunteer brigades.
- Brigades to target their recruitment to members who offer availability in periods of need.
- Volunteer brigades to consider opportunities for families and partners to be involved in the brigade.
- Volunteer brigades to establish local induction and buddy systems.

# Key Strategy 2



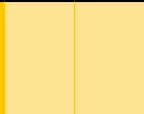
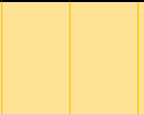
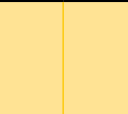
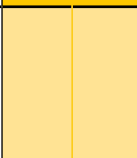
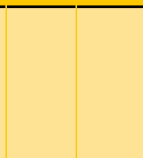
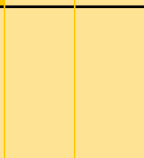
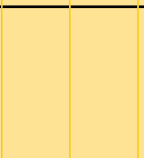
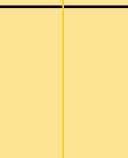
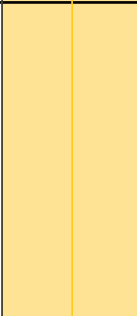


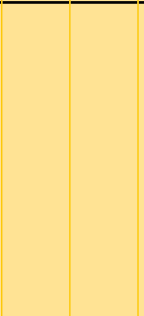
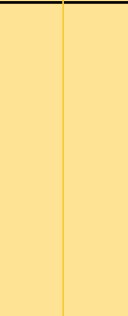
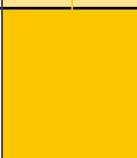

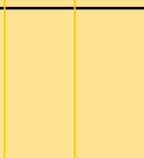
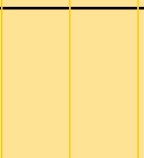
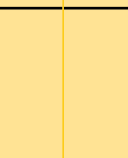
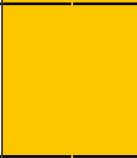
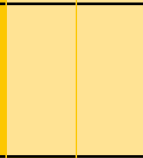
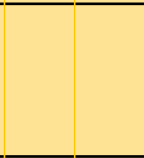
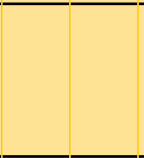
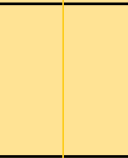
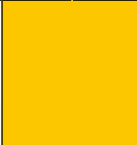
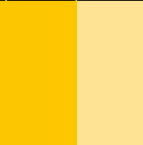
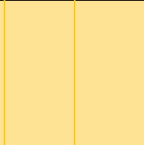
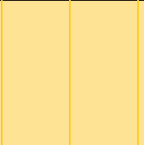
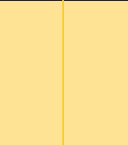
## **2.0 Develop a workforce that is reflective of, and responsive to, the community.**

- 2.1 *Ensure that the Fire Service recruits and retains a more diverse workforce.***
- 2.2 *Engage and align the workforce with the organisation's mission, vision and values.***
- 2.3 *Develop improved systems for workforce planning.***
- 2.4 *Develop the capability of all employees and volunteers to interact with the community effectively, in particular, at risk groups.***



## 2.1 Ensure that the Fire Service recruits and retains a more diverse workforce.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
2.1.1 Conduct a validation study of firefighter recruitment processes.						DHR
2.1.2 Expand recruitment resources and presence at targeted venues (Career expos, polytechnics etc).						DHR/FRMC
2.1.3 Maintain support systems for representatives from minority groups, such as: <ul style="list-style-type: none"> <li>• regional cultural groups;</li> <li>• discussion forums;</li> <li>• consultation and involvement of women and minority groups on issues that relate to them.</li> </ul>						DHR/FRMC
2.1.4 Establish systems for greater utilisation of diversity in delivery of fire prevention strategies.						DHR/FRMC
2.1.5 Ensure that training systems and facilities recognise and support the increasing diversity of our workforce.						DOT
2.1.6 Review and monitor diversity uptake of non-operational and specialist functions within volunteer brigades.						DHR

### Local Initiatives

- Develop relationships at local levels with educational providers, cultural groups and promote recruitment.
- Respond to recruitment queries and assist potential recruits with information on the organisation and the opportunity to meet operational personnel.
- Encourage and support staff from minority groups to access support systems and utilise their expertise in fire safety promotion.

## 2.2 Engage and align the workforce with the organisation's mission, vision and values.

(  establishment  ongoing )





















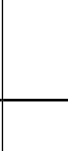









	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
2.2.1 Promote organisational values.						DHR/DMPC
2.2.2 Maintain values, mission and vision themes in induction and ongoing training for all staff.						DHR/DOT
2.2.3 Incorporate reference to organisational values and behaviours in performance agreements.						DHR/FRMC
2.2.4 Include reference to mission, vision and values in dealings with suppliers and partners (e.g. MOUs, RFPs, contracts etc).						DHR
2.2.5 Engage employees, volunteers, customers and partners in a revised standards of conduct (subject to SSC release of Code of Conduct Framework for public sector).						DHR
2.2.6 Examine correlations between employee/volunteer wellbeing, satisfaction and motivation with key business results.						DHR

### Local Initiatives

- Management to regularly refer to mission, vision and values and to reinforce their importance.
- Make use of values as key determiners of behaviours.

## 2.3 Develop improved systems for workforce planning.

(  establishment  ongoing )































	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
2.3.1 Expand the workforce planning model to predict training and recruitment requirements.						DHR
2.3.2 Develop a comprehensive labour market strategy in response to 2.3.1 and general market indicators.						DHR
2.3.3 Expand relevant benchmarks for key human resource performance measures.						DHR
2.3.4 Review current HRMIS to ensure that it supports Fire Service needs and long term strategy.						DHR
2.3.5 Provide a model template for people preparedness for inclusion in Business Continuity Plans.						DHR
2.3.6 All business units to include people preparedness plans within wider Business Continuity Plans.						All Business Units

### Local Initiatives

- Utilise HR data in local planning e.g. age/service profile, ethnicity, language skills etc.

## 2.4 Develop the capability of all employees and volunteers to interact with the community effectively, in particular, at-risk groups.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
2.4.1 Fire Regions to optimise the deployment of personnel from target groups to appropriate local communities.						FRMC
2.4.2 Develop "at-risk" profiles of districts to assist brigades to better respond to their communities.						NDFRM
2.4.3 Ensure training materials enhance firefighters' skills to work with at risk communities (expand beyond Maori).						DOT
2.4.4 Establish an advisory group for Maori Strategy.						NAM
2.4.5 Develop comprehensive cultural awareness resources for brigades (printed material, intranet etc).						DMPC/DHR
2.4.6 Expand partnership with Project K.						DHR

### Local Initiatives

- Develop formal and informal networks with groups representing at-risk communities.
- Support staff and volunteers to develop language skills and greater understanding of different cultural and other at-risk groups.

# Key Strategy 3

## **3.0 Equip and train our people to serve the community.**

**3.1 *Establish training and development systems that equip all personnel for their respective roles.***

**3.2 *Maintain a safe and healthy working environment.***

**3.3 *Develop work systems and equipment that better enable our people to perform effectively.***



### 3.1 Establish training and development systems that equip all personnel for their respective roles.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
3.1.1 Complete roll-out of the Training & Progression System (TAPS).						DOT
3.1.2 Maintain an induction course for non-operational employees.						DHR
3.1.3 Implement a training management information system integrated into HRMIS.						DOT
3.1.4 Develop structured training options for non-operational personnel.						DHR
3.1.5 Establish Key Result Areas (KPIs) for training, including KPIs that link to the Kirkpatrick Model.						DHR
3.1.6 Review content and delivery mechanisms for volunteer brigade management, targeted to Brigade Secretaries and Treasurers.						DOT

#### Local Initiatives

- Develop local training initiatives that complement the national training and progressions systems.
- Implement and actively support TAPs at a local level.
- Ensure that Performance Agreements contain development plans.

## 3.2 Maintain a safe and healthy working environment.

(  establishment  ongoing )

















	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
3.2.1 Research potential dioxin exposure amongst New Plymouth firefighters.						DHR
3.2.2 Implement a comprehensive 5-year injury prevention strategy.						DHR
3.2.3 Research the relevance of a Physical Competency Assessment for volunteer firefighters.						DHR
3.2.4 Maintain and continually review key-stone programmes: • ACC Partnership programme • PCA • CISM • Health Management • Safe person concept.						DHR DOT
3.2.5 Implement a comprehensive fatigue management framework and revised Hours of Work policy.						DHR
3.2.6 Implement policies and systems that address harrassment and bullying.						DHR
3.2.7 Deploy a centralised health monitoring and cardiovascular risk modelling system for all personnel.						DHR
3.2.8 Review the tailoring and delivery of employee/ volunteer support systems.						DHR

### Local Initiatives

- Run local health and safety promotions.
- Review injuries and investigate causes. Take all practicable steps to address hazards.
- Encourage safe work practices and encourage fitness programmes.

### 3.3 Develop work systems and equipment that better enable our people to perform effectively.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
3.3.1 Develop relevant equipment for weight and handling standards procurement planning.						DHR
3.3.2 Review the suitability of all core equipment, processes and facilities to meet the requirements of a diverse workforce.						DOT
3.3.3 Trial "Improvement Teams" as a means to focus attention on improving the usability and effectiveness of work systems and equipment.						FRMC
3.3.4 Implement business planning and work scheduling through SMS to all career and volunteer brigades.						DSD

#### Local Initiatives

- Encourage continuous improvement and modification to work systems and equipment (where this does not adversely affect national consistency).

# Key Strategy 4


























## 4.0 Develop strong and effective leaders.

- 4.1 *Promote and encourage management and leadership behaviours that are aligned with the organisation's values and direction.*
- 4.2 *Nurture future leaders to provide a ready pool of talent for succession planning.*
- 4.3 *Develop the capability to anticipate and better manage change.*
- 4.4 *Provide management systems, guidelines, information and policies that support effective management.*
- 4.5 *Provide systems for leaders to manage performance.*
- 4.6 *Provide leadership programmes that equip existing and future leaders for their roles.*



## 4.1 Promote and encourage management and leadership behaviours that are aligned with the organisation's values and direction.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
4.1.1 Establish a coaching programme for existing and future leaders.						DHR
4.1.2 Increase career SO/SSO participation in the Leadership Survey.						DHR /FRMC
4.1.3 Review management/ leadership competencies and evaluate AFAC draft leadership model.						DHR
4.1.4 Integrate the organisation's values and direction into standardised recruitment processes for leadership positions.						DHR
4.1.5 Engage NZPFU in expanding the SO/SSO roles.						DHR


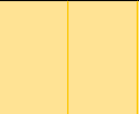
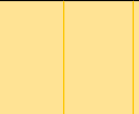

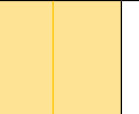


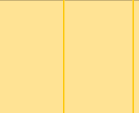
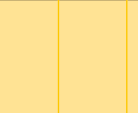
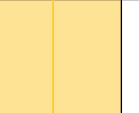
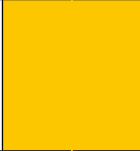
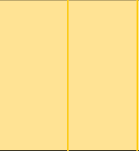

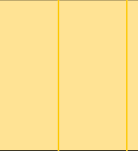

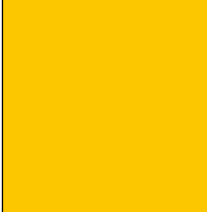


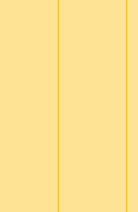

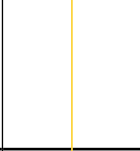


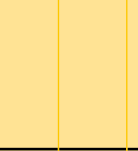

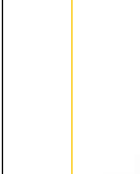


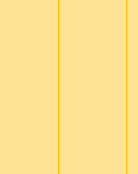
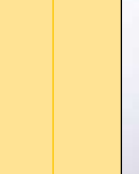


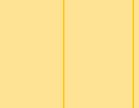
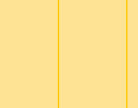

(Note: 2.2.3, 2.2.4 and 2.2.5)

### Local Initiatives

- Reinforce and encourage positive leadership characteristics wherever they are displayed.

## 4.2 Nurture future leaders to provide a ready pool of talent for succession planning.

(  establishment  ongoing )





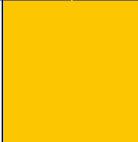













	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
4.2.1 Deliver Advance to cover specialist and technical personnel.						DHR
4.2.2 Repeat Advance programme targeted to Senior Management.						DHR
4.2.3 Implement Senior Exchange and Secondment Programmes, targeted to high potential employees.						DHR
4.2.4 Develop strategy and programme to identify higher potential at recruit level and manage career development towards future leadership roles.						DHR
4.2.5 Develop programme for identifying future volunteer CFO/DCFOs and developing their potential.						DHR/FRMC
4.2.6 Develop programme to encourage volunteer brigades to establish succession planning within their brigades.						DHR
4.2.7 Develop a strategy to address succession planning for selected critical positions.						DHR

### Local Initiatives

- Management to actively promote leadership opportunities and to offer mentoring.
- Priority to be given to identified higher potential staff for special projects, temporary assignments etc.
- Assessment centres and aptitude testing to be used in recruitment for critical positions.

### 4.3 Develop the capability to anticipate and better manage change.

(  establishment  ongoing )




































	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
4.3.1 Develop a change management methodology and train all senior and middle managers in the methodology.						DHR
4.3.2 Provide a tailored development programme for a senior leader (replacement for BCC).						CE /NC
4.3.3 Selected business partners to deliver workshops on emerging trends and changes.						All Direct Reports
4.3.4 Establish an emergency services HR forum to consider and address issues of importance to the industry.						DHR

#### Local Initiatives

- Maintain regular networking with stakeholders and partner agencies at all levels to anticipate change.
- Post-implementation reviews for all projects. Learnings to be promoted internally.

## 4.4 Provide management systems, guidelines, information and policies that support effective management.

(  establishment  ongoing )















	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
4.4.1 Introduce a New Leaders Induction Programme for new managers, focusing on Fire Service systems, guidelines, policies etc.						DHR
4.4.2 Review accessibility and user-friendliness of management guidelines and policy framework.						NHQ Functional Heads
4.4.3 Provide policy briefings and updates for line managers.						DHR
4.4.4 Expand use of Cognos reporting system (Smart Metrics and Smart Reports) with HRMIS data.						NDFRM/ DHR
4.4.5 Evaluate options for improved goal setting and performance management for employees covered by Enabling Performance Agreements.						DHR
4.4.6 Review reward and recognition systems for two job classification groups to ensure alignment with the mission, vision and values, and employee motivation.						DHR
4.4.7 Develop a best practice guide for managing the transfer of knowledge from retiring employees in critical positions.						DHR

### Local Initiatives

- NHQ functional units to seek regular feedback on accessibility and relevance of policies and information etc.

## 4.5 Provide systems for leaders to manage performance.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
4.5.1 Provide a formal review and feedback system for firefighters through a joint NZPFU/UFBA working party.						DHR
4.5.2 Maintain and enhance Performance Agreements and performance targets for direct reports.						DHR /CE
4.5.3 Provide local management guidelines and ongoing data on absence management.						DHR

### Local Initiatives

- Hold regular team and individual forums to review performance.
- Distribute and discuss performance data.
- Distribute and discuss absence data.
- Implement use of Cognos Reporting into regional management meetings.

## 4.6 Provide leadership programmes that equip existing and future leaders for their roles.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
4.6.1 Maintain existing leadership programmes (NZIM programmes, Whyte Island, Massey University etc).						DHR /DOT
4.6.2 Review opportunities to participate in leadership programmes offered by partner agencies (AFAC, Police, Defence, LDC, SSC).						DHR /DOT
4.6.3 Review ease of access to information on leadership programmes, and optimise availability of information.						DHR
4.6.4 Establish external secondment arrangements with selected organisations.						DHR

(**Note:** 4.4.1, 4.2.1 – 4.2.5)

### Local Initiatives

- New appointments to leadership roles to include development plan as part of appointment agreement.
- Importance to be placed on leadership development when discussing annual development plan as part of Enabling Performance Agreements.

# Key Strategy 5


























## **5.0 Create fulfilling and satisfying careers for all personnel.**

- 5.1 *Develop and maintain systems to listen, respond and communicate with our people.***
- 5.2 *Develop flexible structures and job designs that promote our people's motivation, satisfaction and wellbeing.***
- 5.3 *Manage the "brand perception" of the Fire Service as the preferred emergency service for employees and volunteers.***



## 5.1 Develop and maintain systems to listen, respond and communicate with our people.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
5.1.1 Develop a national internal Communications Strategy.						DMPC
5.1.2 Maintain annual All Personnel Attitude Survey. Communicate action plans in response to the survey.						DHR
5.1.3 Review the potential use of formal team briefing within the Fire Service.						DMPC/ DHR
5.1.4 Maintain existing formal process: • Rumour Mill • Consultation & focus groups • 360° Feedback • Feedback buttons • Opportunities for wider involvement in strategic planning • Exit interviews • Wider consultation over policies.						All Direct Reports to CE/NC
5.1.5 Develop a formal approach to knowledge management.						DTD

### Local Initiatives

- Team meetings/debriefings.
- Recognition awards.
- Requesting direct feedback on management during Enabling Performance Review meetings.
- Establish local mechanisms for soliciting feedback.

## 5.2 Develop flexible structures and job designs that promote our people's motivation, satisfaction and wellbeing.

(  establishment  ongoing )






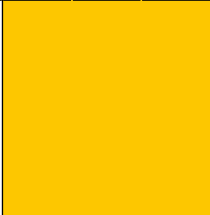
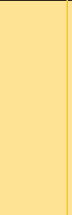








	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
5.2.1 Review the options for part-time, job share and remote work. Negotiate greater flexibility with NZPFU.						DHR
5.2.2 Research motivating factors for operational personnel (career and volunteer).						DHR
5.2.3 Review opportunities to establish increased "family-friendly" policies and practices.						DHR
5.2.4 Define career path opportunities for all staff. Initial focus on Fire Safety and specialist functions.						NDFRM
5.2.5 Examine options for greater flexibility in use of MSS and deployment of people resources.						DHR
5.2.6 Develop more flexible employment practices in relation to older workers and their contact with the Fire Service after retirement.						DHR

### Local Initiatives

- Actively seek out and respond to proposals for flexibility in structures and work systems.
- Promote secondments and temporary appointments as a means of improving motivation and job satisfaction.
- Promote International Firefighter Exchange Programme.
- Seek comment on motivation and job satisfaction as part of annual employee attitude surveys.
- Monitor exit interview feedback and respond where appropriate.

### 5.3 Manage the “brand perception” of the Fire Service as the preferred emergency service for employees and volunteers.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
5.3.1 Research “brand perception” of the Fire Service amongst potential recruits and target groups.						DHR
5.3.2 Develop strategy to maintain positive characteristics of the brand perception and address opportunities for development.						DHR
5.3.3 Seek out opportunities to profile the Fire Service as an employer in a constructive and cost-effective manner.						DMPC/ DHR

#### Local Initiatives

- Promote Fire Service brand at local schools, tertiary institutes and cultural groups.
- Encourage local media to experience “a day in the life of a firefighter”.
- Hold Open Days at fire stations. Attend community gatherings and promote recruitment alongside fire safety message.

# Key Strategy 6
















## 6.0 Partnership and cohesion for an effective organisation.

- 6.1 *Promote regular opportunities to partner with employee and volunteer representative groups (UFBA, NZPFU, Chief's Society, PSA).*
- 6.2 *Encourage co-operation and cohesion across the Fire Service, including between career and volunteer personnel.*



## 6.1 Promote regular opportunities to partner with employee and volunteer representative groups (UFBA, NZPFU, Chief's Society, PSA).

(  establishment  ongoing )
















	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
6.1.1 Hold a joint NZFS/NZPFU/UFBA Partnership Conference.						DHR
6.1.2 Agree protocol for partnership and involvement with PSA.						DHR
6.1.3 Continue to involve representative bodies nationally in strategic planning and consultation over major initiatives or policy development.						All Direct Reports to CE/NC

### Local Initiatives

- Involve representative groups in local projects and functional groups etc.
- Formalise local consultative meetings and informal gatherings.
- Utilise opportunities for joint communication and initiatives.
- Formalise access rights and acknowledge the representative role performed by some staff and volunteers.

## 6.2 Encourage co-operation and cohesion across the Fire Service, including between employee and volunteer personnel.

(  establishment  ongoing )

	2006/07	2007/08	2008/09	2009/10	2010/11	Responsibility
6.2.1 Promote joint training and operational exercises.						FRMC
6.2.2 Establish scholarship programme for volunteer firefighters to experience career environment (cf former NZFBI scholarship).						DHR
6.2.3 Examine and promote formal opportunities for staff from various parts of the organisation to interact more frequently and develop a better understanding of their respective rolls.						DHR

### Local Initiatives

- Make use of joint working parties involving employee and volunteer personnel.
- Joint training and operational exercises.
- Encourage skill sharing and co-operation.
- Encourage composite district management committees where appropriate.
- Encourage career operational and support staff to participate in volunteer brigades.
- Ride-ons and station visits for specialist staff.
- Open days at Communication Centres.
- Encourage better understanding of non-uniformed/support functions by inviting operational crews to visit support units.
- Ensure that non-operational personnel appreciate that their efforts contribute to the organisation achieving its mission in terms of reducing the incidence and consequence of fires.

# Glossary

<b>ACC</b>	Accident Compensation Corporation
<b>AFAC</b>	Australasian Fire Services Council
<b>BCC</b>	Brigade Command Course
<b>CE/NC</b>	Chief Executive/National Commander
<b>CFO</b>	Chief Fire Officer
<b>CFO/DCFO</b>	Chief Fire Officer/Deputy Chief Fire Officer
<b>CISM</b>	Critical Incident Support Management
<b>DHR</b>	Director of Human Resources
<b>DMPC</b>	Director of Media Promotions & Communications
<b>DOT</b>	Director of Operations & Training
<b>DSD</b>	Director of Strategic Development
<b>DTD</b>	Director, Technology Development
<b>FRMC</b>	Fire Region Manager/Commander
<b>HR</b>	Human Resources
<b>HRMIS</b>	Human Resources Management Information System
<b>LDC</b>	Leadership Development Centre
<b>MOU</b>	Memorandum of Understanding
<b>MSS</b>	Minimum Shift Staffing
<b>NAM</b>	National Advisor Maori (Pou Herenga Maori)
<b>NDFRM</b>	National Director Fire Risk Management
<b>NZFBI</b>	New Zealand Fire Brigades Institute
<b>NZPFU</b>	New Zealand Professional Firefighters Union
<b>PCA</b>	Physical Competency Assessment
<b>Project K</b>	Project Koru (see Project K website: <a href="http://projectk.org">http://projectk.org</a> )
<b>PSA</b>	Public Service Association
<b>RFP</b>	Request for Proposals
<b>SMS</b>	Station Management System
<b>SSC</b>	State Services Commission
<b>TAPs</b>	Training and Progression System
<b>UFBA</b>	United Fire Brigades Association