# Role Description
# Zone Commander Metro

| | |
|---|---|
| **Cluster** | Stronger Communities |
| **Agency** | NSW State Emergency Service |
| **Division/Branch/Unit** | Metro Operations |
| **Location** | Zone |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **ANZSCO Code** | 139999 |
| **Role Number** | 52015372 |
| **PCAT Code** | 3231191 |
| **Date of Approval** | October 2019 |
| **Agency Website** | www.ses.nsw.gov.au |

## Agency overview

Our Mission: NSW SES saving lives and protecting communities.
Our Vision: Be the best volunteer emergency service agency in Australia.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

## Primary purpose of the role

Lead and manage multi-disciplinary teams to prepare for and respond to emergencies. A key focus of the role is to lead the development, implementation and management of operational capability incorporating operational readiness aligned to NSW SES and State Rescue Board (SRB) policies, guidelines and processes and whole of organisation objectives.

The development of mature capability plans on which the Zone can achieve targeted and evidence based growth is a key purpose of the role. This requires a sound understanding of the identified natural hazards for communities in context with population growth and capability maturity within the broader Zone, and the capacity to undertake long term forecasting to assist in financial and human capital management.

The Metro Zone contains the highest population at risk in the State and covers multiple high flood risk Local Government Area's with the most significant flood risk being the Hawkesbury Nepean River. This Zone may be impacted by tsunami, severe weather events including riverine flooding, flash flooding, storm surge, coastal erosion, large waves and destructive winds including tornados.  When operational this Zone will routinely have multiple rivers impacted by flooding with short evacuation warning timelines.

## Key accountabilities

- Lead and manage the day-to-day response activities, including identifying operational capability requirements through the development and maintenance of a zone capability plan and training needs analysis, and determine priorities in the preparation, planning and capability development across the Zone to successfully respond to emergencies

- Develop and implement strategies and key performance criteria for identified goals to achieve targeted levels of capability standards across the Zone

- Develop and maintain strong internal and external relationships to influence decision making and secure critical support from community groups, Local Government, State Members of parliament and other stakeholders

- Establish standards and ensure consistency and quality across the Zone by influencing strategic capability initiatives, operational doctrine and plans

- Contribute to strategic business planning processes within the NSW SES to ensure that plans are informed by high quality service strategy advice and a focus on client needs

- Work collaboratively with the Manager Business Service Support to ensure operational activity and capability plans inform future strategic asset management planning and capital investment planning

- Lead the strategic, operational and tactical stakeholder engagement plans, programs, projects and initiatives for the Zone and ensure alignment with NSW SES incident management operational policy and frameworks

- Lead, manage and plan to ensure effective and compliant utilisation of assets and resources (includes encouraging and supporting mobility, responsibility for budget/financial performance, and compliance with governance, work health & safety and other requirements)

## Key challenges

- Lead collaboration and consultation to create a Zone team with multiple key stakeholders, many of whom are not reporting directly to the role, to successfully achieve Zone goals

- Dealing with a diverse range of contentious and highly complex issues in an environment characterised by conflicting political and/or social sensitivities whilst maintaining confidentiality and diplomacy

- Determining and effectively executing preparedness, planning and response activities and services in an environment which may be volatile, uncertain and complex

## Key relationships

| Who | Why |
| --- | --- |
| **Internal** | |
| Director Metro Operations | <ul><li>Receive guidance and direction regarding priorities</li><li>Provide information and/or analysis regarding Zone issues to inform strategic decision-making</li><li>Receive feedback regarding performance and respond in a thoughtful and considered way</li></ul> |
| Manager Business Service Support | <ul><li>Collaborate, support and provide advice to contribute to decision making for the Zone</li></ul> |
| Zone Commanders, Manager State Operations / Senior Manager Enterprise PMO, Senior Manager Operational Leadership & Training Development | <ul><li>Maintain strong working relationships to collaborate in developing NSW SES wide response capability and capacity, and to ensure effective communication around operational imperatives</li></ul> |
| Work team | <ul><li>Clearly communicate expectations and allocate work to ensure the timely provision of quality client service; monitor performance</li><li>Provide supervision, constructive feedback and support; facilitate teamwork and opportunities for development and information sharing</li></ul> |
| NSW SES Directors/Managers and Staff | <ul><li>Share information and maintain collegiate relationships</li><li>Seek guidance regarding the interpretation of policies and procedures</li></ul> |
| Local & Unit Commanders | <ul><li>Share information and maintain collegiate relationships</li><li>Identify, train and develop current and future personnel</li><li>Developing the leadership capabilities of key operational commanders within the Zone to ensure they are able to lead their communities through preparation and response to emergencies</li></ul> |
| Volunteers | <ul><li>Share information and maintain collegiate relationships</li><li>Oversee the resolution of issues arising to ensure operational capacity and readiness</li></ul> |
| **External** | |
| Central and portfolio agencies, Local Government, Non-Government Organisations, and elected government officials | <ul><li>Establish and maintain strategic alliances and foster productive relationships</li><li>Promote the role of the NSW SES, its roles, responsibilities and capabilities</li><li>Represent the NSW SES on external committees and working parties</li></ul> |
| Media organisations | <ul><li>Build and maintain cooperative relationships to ensure the effective promotion of the NSW SES</li></ul> |
| Community members and groups | <ul><li>Promote the role of the NSW SES, its roles, responsibilities and capabilities</li><li>Provide responsive customer service and deliver effective community awareness programs</li></ul> |

## Role dimensions

I work
FOR
NSW

**Decision making**

The role is largely accountable for critical activities and making autonomous decisions on the operation and services provided by the Zone to ensure operational readiness to respond to emergencies. The role works collaboratively with the Manager Business Service Support in the Zone.

The role works within a broad framework of legislative requirements, NSW SES objectives and policies, and standard operating procedures.

**Reporting line**

The role reports directly to the Director Metro Operations

**Direct reports**

There are 4 direct reports;

Deputy Zone Commander x 2

Operations Readiness Officer

Coordinator Planning

**Budget/Expenditure**

Salary: $447,250

# Essential requirements

- Tertiary qualifications in management or related discipline and/or equivalent relevant experience in a significant leadership role
- Demonstrated ability to manage complex multi-agency activity in a time pressured and politically sensitive environment
- Willingness to become a qualified Incident Controller Level 3 within 12 months
- Ability to travel, work on-call and out of hours as required
- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months

*You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.*

# Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an occupation specific capability set.

## Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

| NSW Public Sector Capability Framework | | |
|---|---|---|
| **Capability Group** | **Capability Name** | **Level** |
| Personal Attributes | **Display Resilience and Courage** | **Advanced** |
| | Act with Integrity | Adept |
| | **Manage Self** | **Adept** |
| | Value Diversity | Adept |
| Relationships | Communicate Effectively | Adept |
| | Commit to Customer Service | Adept |
| | **Work Collaboratively** | **Advanced** |
| | **Influence and Negotiate** | **Advanced** |
| Results | Deliver Results | Adept |
| | Plan and Prioritise | Adept |
| | **Think and Solve Problems** | **Advanced** |
| | Demonstrate Accountability | Adept |
| Business Enablers | Finance | Intermediate |
| | Technology | Intermediate |
| | Procurement and Contract Management | Intermediate |
| | **Project Management** | **Adept** |
| People Management | **Manage and Develop People** | **Advanced** |
| | Inspire Direction and Purpose | Adept |
| | Optimise Business Outcomes | Adept |
| | **Manage Reform and Change** | **Adept** |

I work FOR NSW

| Occupation/profession specific capabilities | | |
|---|---|---|
| **Capability Group** | **Capability Name** | **Level** |
| | Understands flood, storm and tsunami behaviour | Adept |
| | **Manages/Controls Incidents** | **Advanced** |
| | Planning | Intermediate |
| | Public Information | Intermediate |
| | Logistics | Intermediate |
| | Stakeholder/Relationship Management | Adept |

## Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

| NSW Public Sector Capability Framework | | |
|---|---|---|
| **Group and Capability** | **Level** | **Behavioural Indicators** |
| **Personal Attributes**<br>Display Resilience and Courage | Advanced | • Stay calm and act constructively in highly pressured and unpredictable environments<br>• Give frank, honest advice in the face of strong, contrary views<br>• Accept criticism of own ideas and respond in a thoughtful and considered way<br>• Welcome new challenges and persist in raising and working through novel and difficult issues<br>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues |
| **Personal Attributes**<br>Manage Self | Adept | • Look for and take advantage of opportunities to learn new skills and develop strengths<br>• Show commitment to achieving challenging goals<br>• Examine and reflect on own performance<br>• Seek and respond positively to constructive feedback and guidance<br>• Demonstrate a high level of personal motivation |
| **Relationships**<br>Work Collaboratively | Advanced | • Build a culture of respect and understanding across the organisation<br>• Recognise outcomes which resulted from effective collaboration between teams<br>• Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government<br>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions |
| **Relationships**<br>Influence and Negotiate | Advanced | • Influence others with a fair and considered approach and present persuasive counter-arguments |

I work
FOR
NSW

| Group and Capability | Level | Behavioural Indicators |
|---|---|---|
| | | • Work towards mutually beneficial win/win outcomes<br>• Show sensitivity and understanding in resolving acute and complex conflicts<br>• Identify key stakeholders and gain their support in advance<br>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise<br>• Pre-empt and minimise conflict within the organisation and with external stakeholders |
| **Results**<br>Think and Solve Problems | Advanced | • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues<br>• Work through issues, weigh up alternatives and identify the most effective solutions<br>• Take account of the wider business context when considering options to resolve issues<br>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements<br>• Implement systems and processes that underpin high quality research and analysis |
| **Business Enablers**<br>Project Management | Adept | • Prepare clear project proposals and define scope and goals in measurable terms<br>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements<br>• Prepare accurate estimates of costs and resources required for more complex projects<br>• Communicate the project strategy and its expected benefits to others<br>• Monitor the completion of project milestones against goals and initiate amendments where necessary<br>• Evaluate progress and identify improvements to inform future projects |
| **People Management**<br>Manage and Develop People | Advanced | • Refine roles and responsibilities over time to achieve better business outcomes<br>• Recognise talent, develop team capability and undertake succession planning<br>• Coach and mentor staff and encourage professional development and continuous learning<br>• Provide timely, constructive and objective feedback to staff<br>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way<br>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives |

I work FOR NSW

| NSW Public Sector Capability Framework | | |
|---|---|---|
| **Group and Capability** | **Level** | **Behavioural Indicators** |
| **People Management**<br>Manage Reform and Change | Adept | • Actively promote change processes to staff and participate in the communication of change initiatives across the organisation<br>• Provide guidance, coaching and direction to others managing uncertainty and change<br>• Engage staff in change processes and provide clear guidance, coaching and support<br>• Identify cultural barriers to change and implement strategies to address these |

| Occupation/profession specific capabilities | | |
|---|---|---|
| **Group and Capability** | **Level** | **Behavioural Indicators** |
| Manages/Controls Incidents | Advanced | • Determines incident management strategies, priorities and doctrines and guides and advises Incident and Operations Controllers during complex, multi-agency campaign style incidents<br>• Liaise with the Regional Emergency Operations Controller (REOCon) to ensure effective flow of information |

I work FOR NSW