

Role Description

Deputy Commissioner Field Operations

Cluster	Stronger Communities
Agency	Fire and Rescue NSW (FRNSW)
Directorate/Branch/Unit	Field Operations Division
Senior Executive Band	Band Two (2)
Senior Executive Work Level Standard	Contribution Stream: Service/Operational Delivery Roles
Role Number	52014362
ANZSCO Code	111211
PCAT Code	3119192
Agency Website	www.fire.nsw.gov.au

Agency overview

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and on the economy of NSW. Our capabilities extend far beyond fighting fires. FRNSW firefighters are among the most highly trained in the world. Our teams provide fire prevention, they respond to hazardous materials incidents, natural disasters and medical emergencies. Our teams also undertake counter terrorism and urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

Primary purpose of the role

The Deputy Commissioner Field Operations is responsible for the strategic command and deployment of firefighter resources across the state. The role sets the strategic direction and leads the development, planning and delivery of frontline emergency management, engagement and response services in the metropolitan and regional areas, and has oversight of state-wide prevention functions for safety and resilience across industry and the community.

Key accountabilities

- Provide executive leadership and be fully accountable for the operational services, programs, functions and projects of the Field Operations Division; and overall success of the agency in meeting related objectives; including the planning and strategic allocation of operational firefighter resources
- Model and drive the development of high-level plans and business strategies and manage comprehensive integration and coordination of major line functions, to enable FRNSW to fulfil its current and future charter
- Determine and drive FRNSW's operational objectives and determine strategy, plans and frameworks for developing, delivering and monitoring emergency and disaster prevention, response and recovery across the State; and for enhancing safety and resilience across NSW
- Drive operational support and collaboration involving other emergency services within NSW, nationally and internationally.
- Provide, as a major collaborator, strategic input to the development and implementation of long-term corporate plans and agency wide business strategies and monitor organisational performance against related benchmarks and targets
- Provide expertise and collaborate on the determination of priorities and objectives for the delivery of services, shaping the development of business plans, strategies and policies for the agency

Key challenges

- FRNSW has responsibility to lead and support emergency management on a national and international front, the role is relied on by Commissioner as an expert for the agency and as such it is critical that the Deputy Commissioner maintain a complete understanding of strategic emergency management, whole of government issues and platforms and existing and potential threats across the emergency management portfolio
- Must continually match knowledge to matters which have strategic impact across the agency making judgements about the value of alternative opportunities
- As an active operational role, leadership focus is shifted during operational emergencies and disasters where consideration must be given to community, media and political concerns in emergency management situations that may be contentious and/or sensitive. Will perform a strategic command role as required.
- It is a requirement to maintain an ongoing level of health and fitness to enable the inherent requirements of the role to be carried out safely and effectively

Key relationships

Who	Why
Internal	
Commissioner and Executive	<ul style="list-style-type: none"> • Provide advice to the Commissioner and other key stakeholders on operational issues, particularly during major incidents given the variety of factors to be considered in determining the optimal response and the speed of change in emergency management activity • Provide information and make recommendations for corporate-level decision making regarding operational requirements
Division	<ul style="list-style-type: none"> • Lead and manage the services, operations and staff to meet the required aims and objectives of the agency
Directors, Chief Superintendents, Superintendents and Senior Managers	<ul style="list-style-type: none"> • Determine overall business priorities, resources, budgets and negotiate for additional resources to support major business initiatives
All FRNSW Staff	<ul style="list-style-type: none"> • Provide leadership, direction, information for emergency management and to ensure avenues for open and transparent discussion. Model values-based leadership
External	
Premier, Minister for Police and Emergency Services, the Cluster, and key agency heads and Other Emergency Services Agencies	<ul style="list-style-type: none"> • Provide high level strategic advice and briefings to senior government officials at state, national and international levels • Ensure the provision of resources in support of response and recovery during state interstate and international major emergencies and disasters. • As appropriate liaise with the State Emergency Operations Controller (SEOCN) and the State Emergency Recovery Coordinator and provide information to the Media in the management of an emergency • Manage consultations, planning and coordination with other emergency agencies in terms of managing major emergencies and disasters across NSW, interstate and internationally; and in resolving resourcing, coordination and policy and performance difficulties

Who	Why
State, national and international government/ non-government bodies, steering committees and boards	<ul style="list-style-type: none"> • Develop disaster and emergency prevention strategies and mitigations with key stakeholders at a state and national level • Forge strategic partnerships with heads of NSW Agencies and interstate counterparts to integrate strategy, influence and whole of government decision-making • Contribute, as a principal expert, to the FRNSW national and international research agenda including taking a lead role on steering committees and boards, managing significant and emerging issues within ambit of the portfolio • Manage sensitive security information and be suitable to obtain secret national security clearance • Provide influential input to cross-jurisdictional steering committees and boards as a principal advisor in emergency management • Manage significant and emerging issues in state and national disaster planning to ensure the best use of resources to meet a range of emergencies • Forging whole of government solutions to community safety and resilience particularly addressing the vulnerable and most at risk sectors
Other Government Agencies and key Community and political stakeholders	<ul style="list-style-type: none"> • Manage relationships with sensitivity due to their changing nature and their strategic importance in the delivery of coordinated emergency service delivery and prevention strategies across the State
Unions (FBEU & PSA)	<ul style="list-style-type: none"> • Drive strategy, negotiate and provide advice and information; and seek collaboration and contribution

Role dimensions

Decision making

- The role focuses on high level and critical strategic planning and decision making; aligning organisational requirements with whole of government outcomes and is fully accountable for the quality, integrity and reliability of the advice and recommendations provided within the portfolio
- The Deputy Commissioner is operational and a technical expert. In emergency operational situations the role determines the most appropriate course of action consistent with its role under state-wide and national emergency management frameworks
- The role has significant influence within the organisation and is critical in the positioning of FRNSW as an operational leader on national and international emergency management fronts. The role must ensure comprehensive fire and other emergency prevention, response and recovery support is afforded the public within and beyond NSW fire district
- As a considered expert is relied on as the principal advisor to the Commissioner and Government (as required) on matters as they relate to FRNSW's emergency, disaster response and recovery services
- As a key contributor to governance and leadership in the cluster and the sector, the Deputy Commissioner must ensure regulatory and legislative frameworks are applied consistently and effectively and drive FRNSW legislative reform priorities

Reporting line: Commissioner

Direct reports: Nine (9)

Budget/Expenditure: As per FRNSW Delegations Manual

Key knowledge and experience

1. Experience in the management of large-scale emergencies and emergency situations, and a thorough knowledge of strategic emergency management
2. Highly developed understanding of national and international best practice business management and whole of agency strategic reform

Essential requirements

1. Post graduate tertiary qualifications in business management or related discipline; or equivalent experience
2. Emergency management qualifications to enable fulfilment of legislative requirement of role

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus Capabilities



Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 Personal Attributes	Act with integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour 	Highly Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning • Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness 	Highly Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional 	Highly Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
		<ul style="list-style-type: none"> Achieve effective solutions when dealing with ambiguous or conflicting positions Anticipate and avoid conflict across organisations and with senior internal and external stakeholders Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution 	Highly Advanced
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> Use own professional knowledge and the expertise of others to drive forward organisational and government objectives Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation Identify, recognise and celebrate success Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes Identify and remove potential barriers or hurdles to achieving outcomes Initiate and communicate high-level priorities for the organisation to achieve government outcomes 	Highly Advanced
 Business Enablers	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound Assess relative cost benefits of various purchasing options Promote the role of sound financial management and its impact on organisational effectiveness Obtain specialist financial advice when reviewing and evaluating finance systems and processes Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority 	Highly Advanced
	Mange Reform and Change Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> • Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level 	Highly Advanced

OCCUPATION SPECIFIC FOCUS CAPABILITIES – FRNSW FIREFIGHTERS

Capability Group	CAPABILITY	RANK
	Operational Expertise	Deputy Commissioner
	Community Safety & Resilience	Deputy Commissioner
	Emergency Management	Deputy Commissioner

Deputy Commissioner

Capability 1: Operational Expertise

Maintain and apply operational and technical knowledge and understanding

- Maintain knowledge and understanding to exercise authority; and to advise on and monitor the appropriate interpretation and application of legislation, policies, protocols, guidelines, Commissioner's Instructions, Standing Orders, plans and strategies; both internally and externally
- Drive ongoing operational and specialised knowledge management; and enhanced operational proficiency across the area of responsibility
- Drive capability for FRNSW to advance knowledge, strategies, tactics and techniques
- Maintain own knowledge and capability in emergency management
- Maintain competence in casualty assessment and care (including basic life support)
- Maintain contemporary knowledge of the emergency management charter, challenges and strategies of other emergency management jurisdictions intra and interstate and overseas

Capability 2: Community Safety and Resilience

Embed prevention and risk management for enhanced community safety and resilience as fundamental principles of duties, research, strategies, tactics policies and plans

- Determine and drive strategic direction for emergency risk management to enhance community safety and resilience
- Model and drive FRNSW's ongoing commitment to community engagement, safety and resilience; and the management of the needs of diverse and "at risk" communities
- Optimise operational capacity and capability for the mitigation of fire and other emergencies
- Maintain knowledge of the major fire and other emergency risks across NSW
- Ensure systems to comprehensively integrate prevention and community safety and resilience across decision making, planning, programming and policy development
- Ensure resourcing for investigations and ongoing research and strategy development for enhanced community safety
- Drive FRNSW's contribution to cross-jurisdictional planning and strategy development; and support other emergency agencies in their community safety efforts

Capability 3: Emergency Management






Manage emergency incidents to control the situation and minimise the impact on lives, properties and the environment

- Maintain high level understanding of existing and potential threats across the emergency management portfolio, within NSW, nationally and internationally and direct FRNSW support
- Ensure operational readiness across the area of responsibility; and monitor emergency management operations being carried out across NSW; and involving FRNSW
- Drive emergency management strategy in line with the operational agenda for FRNSW
- As required, take strategic command of emergency/disaster operations; directing response, monitoring safety, integrating with other agencies' operations as appropriate and ensuring emergency management protocols and procedures are followed to bring the situation under control and minimize impact
- Commit FRNSW's support for other jurisdictions nationally and internationally in emergency situations

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Highly Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Highly Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Highly Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Highly Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Inspire Direction and purpose	Communicate goals, priorities and vision, and recognise achievements	Highly Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced