

To whom it may concern,

I [REDACTED] hereby make this CONFIDENTIAL SUBMISSION but can be contacted to discuss my points or to seek clarification

Mobile phone [REDACTED]

Operations Officer District 7 Geelong.

I am an Operations Officer for Country Fire Authority ("CFA"). I have been employed in various positions in CFA for approximately 35 years.

After recruit course, worked at Nth Geelong as a day fire-fighter, also relieved at Geelong City, Norlane and Geelong West Stations, Promoted to shift fire-fighter Ballarat City and also relieved at Ballarat Station. Promoted on station to Senior Fire-fighter. Performed Higher duties as S/O 1 Ballart City. Promoted on station to Leading Fire-fighter. Performed higher duties as F/O 1 Shepparton and Ballarat City.

Promoted on station to Fire Officer 2,also worked at Geelong City, Belmont, Corio and Bendigo stations.

Promoted to Senior Instructor Fiskville Training College – my portfolio was the coordinator of two recruit courses and responsibility of the Leading fire-fighter and fire officer development courses and assessments.

Promoted to Operations Officer / OIC Ballarat City Fire Station, Transferred to Operations Officer Region 15.

I have worked as a Operations Officer in Ararat and currently based in Geelong working with the volunteer and career Brigades in District 7.

My current role as per the position description is as follows

**COUNTRY FIRE AUTHORITY
POSITION DESCRIPTION**

POSITION TITLE: Operations Officer	
POSITION NO:	INCUMBENT [REDACTED]
DEPARTMENT: District 07 Operations	LOCATION: Geelong
REPORTS TO: Operations Manager Provides support to the Area Management Team	

PRIMARY OBJECTIVES OF POSITION:

1/.To assist the Operations Manager in the provision of leadership, management and direction to regional personnel, Brigades and Groups to ensure the effective emergency service preparedness and response within the Region.

2/.To assist the Area Management team in the provision of leadership, management and direction to career and volunteer personnel, Brigades and Groups - to ensure effective delivery of a range of CFA activities including volunteer / brigade support, infrastructure planning/ maintenance, risk management, training and service delivery preparedness and response programs.

KEY RESULT AREAS

- Regularly advise and report to the Operations Manager on service delivery preparedness and performance and future implications relating to issues and trends within the Area.
- Assist the Operations Manager(s) in managing career staff and supporting volunteer personnel, including reviewing performance, career planning, recruitment, Brigade support and administration.
- Within policy guidelines, undertake the role of media liaison and represent the CFA as required.
- Undertake risk management inspections, provide recommendations and ensure appropriate guidelines and procedures are adhered to and develop plans to address issues.
- Assist the Area Management Team in ensuring CFA statutory requirements and Standing Operating Procedures are met. This will include provision of regular advice and reports on a range of issues affecting CFA emergency preparedness and service delivery performance.
- Develop effective working relationships and liaise with other government bodies as required.
- Assist the Risk Manager in facilitating community acceptance and responsibility for risks within their control.
- Assist the Area Management Team in maintaining existing infrastructure and planning/implementing future infrastructure requirements.
- Develop and promote CFA as a professional community service organisation and adopt a total risk management approach within the Service Area.
- Provide support in emergency management through participation in the Incident Control System.
- Support the Risk Manager in:-
 - developing an accurate risk profile for the Area covering wildfire, structural fire and dangerous goods environment.
 - establishing an effective risk management plan for the Area.

-monitoring and assessing the effectiveness of risk management strategies and compliance with regulator responsibilities.

-delivering and co-ordinating risk management programs (eg., Fire Protection, Fire Prevention, Juvenile Fire Awareness and Community Fireguard).

-developing effective networks within the community to manage risks.

- Support the Training Manager in:-

- developing and implementing a training and development strategy and program that addresses the technical and career development needs of personnel and meets the CFA corporate policy and Area business objectives.

- undertaking a needs analysis to determine the technical and career development requirements of career and volunteer personnel within the Area.

- developing and implementing integrated career development and succession planning for the Area.

- the management, functioning and forward planning of field training grounds and undertake the role of Field Training Ground Executive Officer if required.

- Provide support to the Training Manager in the delivery, co-ordination of training and identification of Regional training requirements.

- Contribute to the development of the Budget and ongoing management of expenditure.

- Undertake other duties as directed by the Area Manager, Operations Manager and/or Chief Officer.

SELECTION CRITERIA

- An understanding of and proven performance in fire and emergency management strategies and practices, and the ability to command and control major incidents.

- Demonstrated conceptual skills and an ability to develop solutions to a range of organisational issues and performance improvements initiatives.

- Sound knowledge of Risk Management principles and practices relevant to CFA environment.

- Sound knowledge of fire behaviour and the qualities of dangerous goods.

- Demonstrated skill and experience in physical, human resource, administrative, financial management (including computer skills in word processing and spreadsheets) and proven capacity to manage projects and achieve specific objectives within set time frames.

- Proven experience in co-ordination, development and delivery of training and development activities.

- An understanding of competency based training and assessment techniques and an ability to

undertake training needs analysis.

- Demonstrated effective leadership and supervisory skills.
- Knowledge of relevant CFA Policy, legislation, procedures and Codes of Practice.
- Effective interpersonal, written and verbal communication skills including the ability to liaise effectively with volunteer and career personnel to encourage a spirit of commitment and teamwork.

Working environment and other requirements of the position:

- Satisfactory progress towards a tertiary qualification or equivalent in an appropriate discipline would be an advantage.
- Work flexible hours as required and attend activities and meetings outside normal business hours, including evening and weekend work.
- Ability to work co-operatively with Government Agencies, Local Government and Industry.
- Incumbent will be required to undertake extensive travel within the Area and State as required.
- Experience working within or with volunteer organisations and an appreciation of an integrated paid staff/volunteer organisational culture is essential.
- Incumbent will be expected to work in a team environment which will involve input and support to a range of projects and programs across all CFA functions.
- Incumbent will be expected to perform other duties as required by the Area Manager within their level of competence.

My resume is as follows



Dear Sir / Madam,

Please find attached my resume, which outlines my specific skills and experience and professional performance, which I believe, equips me well for the position you advertise. I am a self-motivated and energetic management professional with 30 years of diverse experience in Fire and Emergency Management in Victoria.

My comprehensive and accomplished experience includes:

- Operations Officer for the last 14 years in Victoria: managing a Catchment, and detailing and reporting in emergency service in planning, preparedness, response and recovery in rural and urban areas.
- Involvement in strategic planning and resourcing of new stations, plant and equipment.
- Operational Officer in Charge of a major fire station during which time I was the direct line manager for a work force of 42 personnel and 25 volunteers.

I have outlined this in more detail and my resume will show my continuous employment record and career progression, together with my outstanding record of achievement, success and abilities in respect to the nominated selection criteria.

I welcome the opportunity to discuss any details of my application with you at a personal interview.

Yours sincerely,



ENGAGEMENT - the ability to engage well with people; to help people; to be visible within the organisation and within the community as required; and to have a sensitivity towards our diverse community; and to display high level presentation skills;

I have well developed written and verbal communication and interpersonal skills including the capacity to listen and liaise with a diverse range of individuals. I communicate effectively with people from all emergency organisations and the wider community and I believe this is one of the most important capabilities that an emergency service leader can possess. Examples of my ability to communicate and develop productive relationships include:

- Effectively and successfully consultation with Municipalities including Mayors and CEO's across a wide range of emergency situations and events;
- Working proactively with Corrections Victoria to help reform False alarm management and managing the expectations of Facilities and responding Brigades;
- Responsibly, as a Manager, for developing and maintaining effective working relationships with elected representatives of volunteer organisations – often in delicate situations; Rebuilding the confidence Brigades and the community has in the wording CFA
- Successfully coordinate a number of highly sensitive issues on which the resolution has been reliant on the development of fruitful relationships with stakeholders from a wide variety of socio-economic backgrounds. These have included Township Protection Plans, Community Fire Refuges, and New Fire Stations;
- Responsibility for successful negotiations between stakeholder groups ranging 5-10 staff , to Council and public meetings of 200 or more ratepayers on fire safety matters (e.g. Fire Stations, Township Protection Plans);
- Responsibility for organisational issues; Replacement Appliances, New Fire Stations, Training Plans, Readiness and Response of Volunteer Brigades I have also been required to consult with staff, managers and Unions on a wide variety of industrial and workplace issues.

My experience has taught me that one of the best ways to work within CFA and external organisations is to ensure that they have timely and quality information through regular briefings and well drafted reports. This ensures that all stakeholders are informed and in a position to make the best possible decisions.

During my service with CFA, I have learnt the importance of spending time with staff and volunteers from other organisations – individually and as a group, in order to understand what it is that they would like to achieve and to help them to do so.

LEADERSHIP – a role model within the organisation; having a coaching style; who can listen; has a future focus; inspires staff loyalty and builds morale within the organisation; guides and assists the organisation with distinction and confidence;

Emergency Service organisations are complex and can only function at the optimum level if everyone:

- is encouraged to make a positive contribution;
- can participate and bring their knowledge and strength to the process;
- Has the information and authority to deliver the planned response.

A District leadership team that is cohesive, where members support each other, is essential to the operations of a successful organisation. Given the diversity of activities undertaken by CFA, it is important that every one has a sound knowledge and management control of their area, as well as a strong understanding and communicate to the corporate objectives.

Like most organisations, CFA's reputation is only as good as the front line customer service staff, and the staff in the field. My experience is that many fine people with a great commitment to serving the Community work in Emergency Service Organisations. My role as Operations Officer is to engage them and involve them in the development of the corporate objectives and standards and to ensure that they have the skills and resources to undertake their work.

Staff and volunteers have regularly remarked on my inclusive and consultative operating style, my natural tendency to involve people in the identification of issues together with the development and implementation of the Organisation's response. Consultation with my referees will confirm that:

- I have a natural flair for Strategic Planning and relationship building. I am good natured and always consider the longer-term perspective and the wider considerations.
- I am "outcome" oriented striving to complete tasks in a timely, thorough and professional manner;
- I possess the ability to develop a team approach to day to day duties, and initiate and foster Organisational change to achieve outstanding results;
- I am able to develop practical solutions that are politically astute, tactically sound and capable of being readily implemented;
- I have highly developed skills in terms of comprehending complex concepts, problems and identifying "linkages" that lead to the development of creative solutions. These attributions also allow me to undertake multiple tasks across a range of issues at any given time;
- I always consider the "organisational" dimensions of an issue and thereby develop solutions that are linked to the professional development to staff, address risk and, effectively utilise technology and other corporate systems, whilst being financially robust;
- I possess excellent oral and written communication skills which have assisted me to:
 - build morale and develop a team spirit;
 - Identify problems and draw out issues;
 - Explain process and involve staff in the implementation of solutions;
 - Delegate responsibility and authority to colleagues whilst maintaining an appropriate level of supervision and direction.

PARTNERSHIP SKILLS – to work co-operatively with Organisations; to interpret strategic and policy directions; to have the political nous to guide and support them on options and priorities; and to gain the trust and respect of others.

Throughout my career I have worked with all areas of CFA. I have acted in the role of Operations Manager during periods of leave and extended vacancies. During this time, I have developed successful solutions to a wide range of extremely sensitive and sometimes potentially divisive issues, for example:

- CFA District amalgamations where Brigades reporting lines have changed locations due to CFA adopting Victorian Local Government Boundaries;
- the transfer of CFA emergency call taking from Ballarat City to ESTA in Mt Helen, and addressing the associated public and Employees Representatives Organisation's concerns;
- the preparation of submissions to increase staffing levels of a major Fire Station;
- the introduction of new equipment and staffing levels within CFA;
- the implementation of the Municipal Fire Management Planning Committee in Local Shire Council where CFA, DSE, VICPOL, Victrack, V/Line and Water Authorities manage the risk of fire according to the Victorian Fire Risk Registry, to ensure measures are in place to reduce risk.

As a result of this experience I have an excellent understanding of the respective roles of other organisations and the constraints that they work under.

In relation to the provision of advice, I have the confidence to provide direct and honest recommendations. Once the outcome of the decision of the Organisation or Committee has been made, I accept, support and work toward the implementation of that decision separating my personal views. I acknowledge that my role is to implement promptly and professionally once the decisions are made, to enact the process or procedure.

QUALIFICATIONS – appropriate tertiary qualifications, desirably in business management or equivalent executive leadership experience

I hold the following qualifications:

Advanced Diploma of Fire Fighting Management

Diploma of Management

Graduate Member Institute of Fire Engineers

Certificate IV Training and Assessment

Certificate IV in Firefighting

University Ballarat

Melbourne University

Moreton Marsh, England

Post Graduate qualifications in management or relevant discipline

I have worked in Government for 30 years, including 13 years at management or an equivalent level across the entire span of Government operations - in many ways the practical equivalent of private enterprise.

SELECTION CRITERIA

An understanding of and proven performance in fire and emergency management strategies and practices, and the ability to command and control major incidents.

I am a qualified and experienced Level 2 Incident Controller and I use these skills regularly to perform the role required of an Officer within CFA.

I am an experienced Rostered Duty Officer and CFA Liaison Officer which I undertake routinely in the course of my role.

My ability is to not only take control of incidents and support the volunteers and other emergency agencies to value add to their own ability to manage into the future. I see myself as a mentor and guide to other personnel and agencies so that we are all better prepared for an all hazards approach. I continuously reiterate the principles of Bushfire Management are applied by showing leadership and knowledge of the subject or incident.

I ensure that learning and knowledge is shared and fostered. I believe that there is no benefit to the organisation if the RDO responds and takes control of incidents. It is our role to mentor and guide the local responders to empower them to fulfil their role and for us to intervene and take control of the incident when control or complexity is beyond their ability to manage the situation.

My own local knowledge, experience, and operational background are all integral to the ongoing improvement of providing a valuable volunteer response.

I have experience in the development of ICC Plans, Wildfire Plans, Communication Plans and Special Event Plans.

In my career as a Fire Officer and Operations Officer I have performed at a high standard in the following areas,

- Fulfilled Duty Officer role both on Station and at District level – receive calls, decide on the appropriate response by following pre-plans and/or knowledge in fire behaviour;
- Act on response and report to SECC and record actions;
- Attendance at incidents/assume control of incidents;
- Ensure AIMS /ICS principles are applied;
- Carry out IMT roles/functions;
- Ensure Safety First is adopted;
- Support management in RECC's and IMT's statewide in fires and floods;
- Organize logistics – food, plant and equipment;
- Conduct liaison with other emergency services.

Demonstrated conceptual skills and an ability to develop solutions to a range of organisational issues and performance improvements initiatives.

Experience has taught me that customer service via a genuine engagement with stakeholders is one of the foundations of continuous improvement programs. Whether it's the development of a long term strategy, the review of a service or organisational structure, the formulation of a business plan or the preparation of a staff member's individual personal performance plan, the processes for developing them must be linked to improved levels of service.

Organisational benefits and efficiencies can be realised when the activities, work practices and internal support services of the organisation are aligned to a common set of customer service principles and performance indicators.

Throughout my career I have initiated and/or lead the development of numerous improvement strategies, sometimes involving extremely tight deadlines. Some examples of strategies that have been developed and implemented include:-

- Ballarat City Fire Station Watch Room Stranding Orders;
- Ballarat City Fire Station Watch Room Training Package;
- CFA District 15 Building Services Business Plan;
- CFA District 15 District Operations Management Plan;
- Management of District15 DECC;
- Blackwood evacuation exercise;
- Community Warning Sirens into Blackwood and Greendale.
- Catchment Plan for the Leigh/ Anakie, Ararat and Moorabool Catchment's.

Sound knowledge of Risk Management principles and practices relevant to CFA environment

Organisational culture starts at the top, and one of the most gratifying aspects of occupying a leadership position is your capacity to influence the culture of the organisation in a positive way. I am by my very nature one who is attracted to opportunities to do the best I can and in doing so "raise the bar". A review of my resume will confirm:

- My capacity and willingness to move outside my "comfort zone" to acquire new knowledge, technical skills and the opportunity to develop personally from new experiences;
- Several examples of situations of my ability to initiate and/or lead change processes resulting in significant improvements in customer service, career opportunities and staff morale;
- The initiative and management of the staffing levels at a major fire station, which is still operating successfully after 15 years – in this instance, no staff increase was required but rather, functionality was improved with the addition of new equipment was purchased on line;
- The restructure of the ranks within a major station where the relevant staff could act in place of a higher rank without the need to recall staff;
- Over time and as a result of these projects, I have developed:
 - a wide network of "best practice" private and public sector contacts across Australia;

- developed and refined a set of best practice and benchmarking guidelines for use by other staff.

Creativity and innovation are important elements of any customer service and continuous improvement program. Likewise it is critical that any leader possesses the capacity to develop work environments that allow staff to explore “outside the box” solutions within the framework that limit the risks for staff and organisations alike. Enterprise risk management systems provide such a framework.

As the responsible Manager I have personally initiated and lead the development of risk management plans and systems at CFA locations to ensure new equipment, work practices and faulty equipment is managed within the appropriate framework especially relating to OHS. I have personally worked with staff from across the organisation to:

- Identify the potential risks in relation to environmental management, financial impacts, health and safety of staff and visitors including legal claims and CFA's reputation;
- Estimate the likely occurrence and scale of impact;
- Consistently use a risk matrix to guide the development of corporate procedures; induction, training and performance reviews.

Anti discrimination also has a strong relationship with the culture of an organisation. As a result of CFA's closeness to the Community, the Organisation has to be exemplary in this area. A Community would find it difficult to trust an Organisation that did not reflect the Community it serves.

A diverse workforce not only reflects equality of opportunity, it also means that there are people within the organisation who are sensitive to the needs, and communication barriers confronting the people the Organisation is there to serve.

Our job is not to just to comply. Compliance is the beginning of a recognition and celebration. Diversity is the goal.

Risk management is a major role of an Operations Officer.

He/she identifies risks and arranges them in a LOW, MEDIUM or HIGH risk category. Risk Management gives us the ability to live with the risk, and preplanning is a way of preparing for the risk.

Pre-plans that I have developed have laid the foundations for responding brigades and equipment, communication plans, community involvement or ownership as well as training deficiencies.

Incident analysis that I have conducted inform us that we can reward ourselves for a job well done, or enables us to identify gaps in equipment, personnel, training, SOP's, and standing orders etc.

This process covers pre-plans, receipt and turn out, initial attack, I/C and IMT functions, combat and recovery.

I have conducted many hot debriefs and have been involved in organizational debriefs at Wareek Fire, CHW, Townhall, St John of God Hospital, Training drills, Recruit Courses at Fiskville etc.

I have also attended meetings and assisted as follows:

- MFPC;
- Implementation of statutory compliance inspections S29's and S44's;
- Involvement at liaison meetings;
- Co-coordinated fire investigation;
- Supported Fire Industry Brigades;
- Participated in and engaged in the completion of brigade enquiries.

Sound knowledge of fire behaviour and the qualities of dangerous goods.

In my career in the Fire Industry, we are judged on our ability to deal with incidents outside the norm. To be able to do this effectively we need to be able to:

- Interpret and act on what we can see or via the information at hand that has been portrayed to us.
 - I can effectively implement this by understanding how a fire spreads within buildings by conduction, convection, radiation and direct flame contact.
 - I know that wind temperature and low relative humidity along with fuel loads greatly influence bushfires; and
 - I know that when dealing with dangerous goods and hazardous materials, when they are out of the storage or handling controls results, can be disastrous.

In this current age also we need to be able to adequately inform the community of the incident at hand. To be able to effectively do this I must be able communicate what is happening, why it is happening and what CFA are doing about it.

I have continually tested myself and others around me by asking:

- what hazards do we have?
- what is the risk?
- are we dealing with it in an appropriate manner?
- can we do it better?

Demonstrated skill and experience in physical, human resource, administrative, financial management (including computer skills in word processing and spreadsheets) and proven capacity to manage projects and achieve specific objectives within set time frames.

Throughout my career I have been required to develop commercially astute and financially robust solutions to a wide range of problems. The results I have achieved have provided me with the skills and experience to move across to budget control and influencing within CFA, my interests in voluntary positions on the Ballan Recreation Reserve Committee of Management and Ballan Jockey Club.

The following is a summary of some of the major financial and commercial projects/budgets I have initiated and/or actively participated in:

- Key member of District 15 and 16 Planning Committee in CFA to ensure that:
 - the all Fire Stations are maintained and replaced where necessary;
 - All Volunteers are trained, equipped and ready to respond,
 - All Staff are trained and developed for wider roles within the CFA;
 - All firefighting appliances are maintained and replaced within CFA guidelines.
- Planning for new Fire Stations and equipment as exposure to new risks is monitored.
- As the relevant Manager of the Ararat, and Northern Grampians Shire Brigades – responsible to the Municipality for the Strategic and day to day management of prevention and response to incidents where CFA are the controlling agency;
- Project management of the development of new Fire Stations recently at Blackwood, Greendale, Napoleons, Hardies Hill and Rowsley and the redevelopment of Ballarat City Fire Station.
- Key member of Ballan Recreation Reserve Committee of Management. My role was to consult the user groups on the type of redevelopment to ensure that their needs were met, or at very least considered. I worked with the architect and Local Government on the concept drawings and sourced funding from State Government, Local Government user groups and local Community to fund the project;

Proven experience in co-ordination, development and delivery of training and development activities.

In terms of my interpersonal skills I am a “people” person. I enjoy spending time with people, moving around the office and talking to my work colleagues. My natural inclination is to make contact with the person and discuss the matter with them rather than email them.

Semi Government organisations are complex and can only function at the optimum level if everyone:

- is encouraged to make a positive contribution;
- can participate by bringing their knowledge and strengths to the process;
- has the information and authority to deliver the planned response.

A leadership team that is cohesive, where members support each other is essential to the operations of a successful organisation. Given the diversity of activities undertaken by CFA,

it is important that every Manager has a sound knowledge and supervision of their area as well as a strong understanding and commitment to the corporate objectives.

Finally like most organisations, CFA is only as good as the staff at the coal face, the front line customer service staff, and the staff in the field. My experience is that many fine people with a great commitment to serving the community work in these roles. My role is to engage with them and involve them in the development of the corporate objectives, standards and strategies and to ensure that they have the skills and resources to undertaken their work.

Throughout my career I have regularly found myself in situations where I have been requested to step into the breach and resolve issues. I have been able to pre-empt an issue and provide increased support or initiate a divisive action to minimize the impact of the situation or avoid it completely.

I have been an Instructor – Based at District 17, District 15 and Fiskville, and a course co-ordinator of two recruit courses totalling 44 candidates. I have managed a team of 6 permanent and 4 guest instructors, numerous outside contractors, pad staff and recruits. I was responsible for managing the progress of the recruits to ensure they met the requirements of the course and I implemented a HR plan to support the under achievers, and exit progress for unsuccessful participants.

Some relevant examples of my results in this area include:

- Moorabool Municipal Operations Plan;
- CFA Boundary Alignment project, aligning the District/Regions to Local Government Boundaries;
- completed personal development plans for staff that I have direct control over to ensure their growth within CFA is developed and supported
- Responsibility to counsel under-performers by implementing plans and systems to provide support to their shortfalls. I have also had the responsibility to facilitate the termination of staff and volunteers in accordance with the appropriate legislation and guidance of the HR department.

An understanding of competency based training and assessment techniques and an ability to undertake training needs analysis.

Competency based training and assessment is the process of collecting evidence and making judgements against set criteria. Participants, through training and assessment have to demonstrate that they are competent in a variety of ways (theory, practical, hands on, questioning, etc.) and over a period of time.

I have undertaken a training needs analysis in the Moorabool Catchment to develop:

- the skills for the management of the Local Command Facility and;
- during S29 inspections to align the Brigade training plan to the Brigade Operational Skills Profile.

I have assisted in the development and delivery of training to volunteers, recruit and career staff.

I have developed training sessions for groups to better understand the management of transferring control of incidents from the fire ground to an ICC.

Demonstrated effective leadership and supervisory skills.

Emergency Service organisations are complex and can only function at the optimum level if everyone:

- is encouraged to make a positive contribution;
- can participate and bring their knowledge and strength to the process;
- has the information and authority to deliver the planned response.

A District leadership team that is cohesive, where members support each other, is essential to the operations of a successful organisation. Given the diversity of activities undertaken by CFA, it is important that everyone has a sound knowledge and management control of their area, as well as a strong understanding and communicate to the corporate objectives.

Like most organisations, CFA reputation is only as good as the front line customer service staff, and the staff in the field. My experience is that many fine people with a great commitment to serving the Community work in Emergency Service Organisations. The role of the Operations Officer is to engage them and involve them in the development of the corporate objectives and standards and to ensure that they have the skills and resources to undertake their work.

Staff and volunteers have regularly remarked on my inclusive and consultative operating style, my natural tendency to involve people in the identification of issues together with the development and implementation of the Organisation's response. Consultation with my referees will confirm that I:

- have a natural flair for Strategic Planning and relationship building. I am good natured, and always consider the longer-term perspective and the wider considerations. At the same time I am "outcome" oriented
- possess the ability to develop a team approach to day to day duties, initiate and foster organisational change to achieve outstanding results
- am able to develop practical solutions that are politically astute, tactically sound and capable of being readily implemented
- have higher order skills in terms of comprehending complex concepts, problems and identifying "linkages" that lead to the development of creative solutions. These attributions also allow me to undertake multiple tasks across a range of issues at any one time
- always consider the "organisational" dimensions of an issue and thereby develop solutions that are linked to the professional development to staff, address risk, effectively utilise technology and other corporate systems, whilst being financially robust
- Possess excellent oral and written communication skills which have assisted me in:

- Building morale and develop a team spirit;
- Identify problems and draw out issues;
- Explain processes and involve staff in the implementation of solutions;
- Delegating responsibility and authority to colleagues whilst maintaining an appropriate level of supervision and direction.

Knowledge of relevant CFA Policy, legislation, procedures and Codes of Practice.

I have worked in management for a considerable time. I am aware of the challenges of establishing and maintaining a consistent, democratic, accountable and cohesive framework of organisational policies, processes and actions. Likewise, as a result of my broad senior management experience, I have been exposed to a wide range of Government Legislation.

Throughout my career I have successfully managed, established and/or implemented a range of governance initiatives in respect to:

- Strategic Planning, Development approvals and Community consultation;;
- Risk management;
- Disciplinary matters;
- Complaints and investigations;
- Procurement of land and buildings;
- Review of organisation structures and work practices;
- CFA and committee meeting practices.

My experience of performing the role of an Operations Officer, gives me a thorough understanding and interpretation of the following:

- CFA Act and Regulations;
- CFA HR Policy;
- CFA Discipline Policy;
- Fire Officers/Firefighters Award/EBA;
- OHS Act and Regulations;
- Victorian Emergency Management Act;
- EMV State Bushfire Plan.

My role requires me to research and give an opinion on issues varying from employee relations to providing advice to industry, commerce and the general public about fire protection, training and awareness programs.

Effective interpersonal, written and verbal communication skills including the ability to liaise effectively with volunteer and career personnel to encourage a spirit of commitment and teamwork.

My values demonstrate my ability to display and practice a high level of community, ethical and organisational values and standards.

Organisational culture must start at the top. I am familiar with an emergency organisation which values its behaviours, namely:

- responsiveness to needs of the Community;
- enthusiasm when dealing with customers;
- empathetic, polite and professional;
- responding within agreed timeframes;
- focus on solutions to meet customer needs;
- ownership for a customer queries, by resolving it or following up its resolution personally;
- respect for the customer's values;
- working together;
- Openness and accountability;
- Keeping abreast with industry and technology changes;
- challenging each others' ideas and strip away barriers to innovation;
- Receptive to change and new ideas.

These are all common elements in both my employment history and the various tasks and projects I have undertaken throughout my career. I am comfortable and supportive of CFA corporate values and confident of my abilities to implement them through my personal actions, from the "top down".

Experience in areas that are applicable to your position.

- 30+ years' experience in an Emergency Service Organisation;
13 years experience as an Operations Officer for the Moorabool and Ararat Catchment;
- Day to day responsibility for every aspect of emergency operations, HR issues, training requirements.

I have worked effectively in a variety of situations within CFA ranging from:

- Controlling and coordinating an emergency response.
- Incident controller and responder of numerous structure fires, train derailments, MVA. Industrial rescues, grass and scrub fires, chemical, biological and radioactive incidents.
- fulfilling the role of operations, logistics and planning officer in numerous Incident Management Teams;
- co-ordinated pre planning for high fire danger preparedness of personnel and equipment;
- developed standard operating procedures to assist in best practise;
- Investigated and followed through complaints and issues from within and outside CFA on delays in the response of appliances;
- implemented a quality control system to ensure that the customer needs were met, or explained and ensured continuous improvement within CFA;
- trained new staff, including retraining experienced staff in new technology;
- Personnel management: I have been the OIC of a Major station with 42 career staff, and responsible for 150 volunteers in the Eureka Group, which includes the management of an annual budget of \$2.5m.

- Moorabool Catchment Officer where I was responsible for three Groups and 26 Brigades:
- Ararat Catchment Officer where I was responsible for three Groups and 34 Brigades.
- Anakie /Leigh Group relieving catchment Officer where I was responsible to work with and bring back on track Brigades and personnel who had chosen a different direction than dealing with the defined CFA chain of command and reporting.

WHY I SUPPORT FIRE SERVICES REFORM –

I have consistently lead Groups and Brigades through the planning, prevention , response and recovery from incidents, I have the experience, knowledge and people skills to identify and assess risks that are expected from an officer within CFA. I have developed personally and within a team the Victorian fire risk registers for the City of Ballarat, Moorabool, Rural City of Ararat and Golden Plains Shire's and the co-ordinated a CFA response to issues that have been identified. I have put in controls and developed township protection plans and community information guides for the combatting of incidents and for the protection of life and property. I have been a major and consistent member of the municipal emergency management committees where ever I have worked to ensure a current and up to date Community Emergency Risk Assessment plan is on hand in Municipalities.

I work in an area that directs and supports fire-fighters both volunteer and career in the prevention, planning, response and recovery of emergencies.

The ability of volunteer fire-fighters to provide a response is admirable but in reality is unnerving as the many variables that confront these people is enormous.

As a manager who wants a crew made up of driver operator, crew leader and qualified and competent fire-fighters is usually unachievable in the first response but crews could eventually be on the fire ground up to 15 or 20 minutes later. I am not having a go at the individuals but in the real world what Victorian's need is Fire service that is crewed with trained, equipped personnel and available to respond into communities that have out grown the present CFA system.

What we need is a 24/ 7 organisation to deliver a service into the CFA area's that have grown in population and industry that cannot be serviced by the current system.

CFA is a complex organisation that endeavours to provide a professional service by volunteers supported by staff. This has changed in urban areas to a staff system backed up by volunteers who may or may not respond, may or may not be trained and may or may not be competent.

My role is to ensure that CFA is ready to respond to emergencies, trained and equipped but the undoing of all this work is the availability of volunteers to respond.

I am responsible for the day to day response capacities and the surge capacity in the summer fire danger period.

Both these roles are based on an unknown response but important just the same.

For a 24/7 response some Brigades are over stretched or the personnel on the fire ground are not fully competent or available to support CFA's ability to combat incidents safely for the crews and the community.

If CFA is a standalone organisation as proposed by the Fire Services Reform it will enable the CFA to focus on other regional centres and rural communities where our service to them has been reduced due to the workload generated in the larger regional centres and outer Melbourne areas.

In these areas we hospitals, nursing homes, industrial sites that require a modern urban / rural fire service that can provide a fully trained and equipped response.

I am in an area where political grandstanding is driving a wedge between the current volunteer and staff personnel within CFA. This has resulted in arguments that have forced people to reconsider their positions in CFA, for no other reason than scaremongering by people who are only there to destroy the very essence of either CFA or MFESB.

In closing I have consistently lead Groups and Brigades through the planning, prevention, response and recovery from incidents, I have the experience, knowledge and people skills to identify and assess risks that are expected from an officer within CFA. I have developed personally and within a team the Victorian fire risk register for the Moorabool Shire and the co-ordinated a CFA response to issues that have been identified. I have put in controls and developed township protection plans and community information guides for the combatting of incidents and for the protection of life and property. I have been a major and consistent member of the municipal emergency management committees where ever I have worked to ensure a current and up to date Community Emergency Risk Assessment plan is on hand in Municipalities.

But the workload on volunteers in heavily urbanised areas is insurmountable and fails to deliver a professional service.

This will continue in the true CFA area where the staff will continue to support the volunteers in the prevention, planning, response and recovery of emergencies and the proposed Fire Rescue Victoria will provide a professional, trained and equipped response to those areas that have out grown the current CFA system.