

Job Description	National Biosecurity Capability Network New Zealand building one team capable of dealing with any biosecurity emergency
Workstream	Operations Manager
Reports to	Response Manager
Approved by	Andrea Murray - Biosecurity Manager, AsureQuality
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Biosecurity Response Operations: Operations Manager

Purpose of position

As the Operations Manager, you lead and manage all the components of response Operations. The aim of operations in a response is to reduce, contain or eliminate biosecurity risks caused by unwanted or risk organisms. These organisms could damage our natural environments, farms, fisheries, crops, orchards and more as well as harm our tourist trade.

Response Operations work includes:

- looking for new cases of the disease or pest (surveillance)
- treating, destroying, and disposing of the disease, pest, or host (organism management)
- preventing the spread of the pest or disease through managing movements of risk goods (movement control), and
- supporting the people working in the response through making sure they have the equipment, food, accommodation and transportation they need (logistics).

The Operations Manager is an integral part of the overall management of a response. You sit on the response management team where you must ensure that all relevant Operations information is presented to the management team for decision making and the operational implications of management decisions are clearly signalled and risks and issues identified.

For more information on the activities you might be doing, see Appendix 1, Accountabilities and Activities. For more information on biosecurity responses and the organisations that perform and manage them, see Appendix 2, Background to the job and to Biosecurity Responses.

Response conditions and culture

Responses can be very hectic, physically demanding, emotionally stressful and altogether, highly challenging. There may be high levels of uncertainty; it may seem that the science or technical

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nature of the response has been lost in more strategic or political outcomes, the people you have to deal with may not like what you are saying or doing and you may have to adapt quickly to the unexpected or operate with less information than you would like.

However, responses can provide a buzz and the reward from knowing you have truly made a difference to our prosperity as a country or to the richness and enjoyment of our natural resources.

Operations Managers

We need Operations Managers who can cope with the nature of responses and who:

Essential

- have deep and broad best- practice knowledge of and current successful management experience in large scale, multi-functional operational programmes
- position themselves anywhere between strategic outcomes and the technical details and know what the operational situation, requirements or impacts are
- are proven people leaders
- work under pressure in a way that inspires others to do their best
- plan and budget accurately
- organise and simplify complex technical and operational information into management options and implications
- make sound decisions under significant pressure based on their experience, wisdom and judgement
- have high personal integrity that includes maintaining confidentiality
- have influence and credibility internally and externally with senior leaders and stakeholders

Desirable

- have recent or current successful response operations experience
- can manage and deliver results remotely

Our ideal Operations Manager is someone who:

manages large-scale multi-function operational programmes

- leads the definition, management, monitoring and review of operations programme outcomes, options, plans and actions
- orchestrates individual workstream plans and delivery in to overall programme management
- defines success in collective, measurable and inspiring terms
- applies best practice operations programme expertise to interpret and shape instructions, processes and requirements that deliver intended strategic outcomes
- adjusts outcomes, options, plans, actions and resources based on results- remains on track

makes astute decisions under uncertainty

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- uses knowledge and experience to translate complex operational and technical information into credible management options
- anticipates, identifies and communicates issues, risks and consequences of proposed management decisions
- uses a balance of fact, analysis, judgement and circumstances as a basis for decisions
- makes astute decisions with the available information
- anticipates tight decision deadlines with astute decisions
- decides based on both the here and now and longer term outcomes
- stands behind their decisions
- evaluates decisions and follows up on impacts

informs and maintains a shared, programme-wide understanding of progress and priorities

- operates systems for receiving and distributing information and feedback throughout the programme
- translates technical details into their likely impacts on programme outcomes
- prioritises and packages information so it is relevant to a given situation or group
- distils, describes and presents the bigger information picture based on data and sources within and outside the programme
- reports and presents the whole story persuasively, warts and all

communicates and relates across boundaries

- energises a diverse range of people to commit to a common purpose
- enables all groups and individuals to own programme success measures and outcomes
- builds constructive and effective relationships
- presents response interests compellingly internally and externally
- creates a safe climate that encourages people to speak up and interact
- establishes common ground and gains co-operation
- cuts through high tension situations smoothly and equitably – “is a no bullshit kind of person”

remains composed in difficult situations

- works accurately and productively for long periods of time
- can potentially withstand difficult physical conditions- e.g. exposure to the elements, working in rural environments
- remains intact in emotional or stressful situations
- sustains themselves and others (isn't needy)
- asks for and offers help when it's needed
- enjoys working hard and meeting tight deadlines

Must be able to:

- drive (New Zealand driving licence)
- travel and stay away from home for up to 7 days at a time, including potentially, over weekends and evenings

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- shift location within the same response between head office and operations
- use a computer and Microsoft Office products

Key Relationships

- Operations team members
- Response management team colleagues
- partner organisations
- advisory, stakeholder and community groups
- response subject matter experts
- possibly Government and ministers

Qualifications

Appendix 1. Accountabilities and activities

Accountabilities

The Agreement between MAF and AQ says or means that the Operations Manager will:

- comply with the requirements of the [MAF Response System](#)
- provide assistance to the Response manager on key documents including but not only:
 - the Response Brief (which lays out proposed management outcomes and options for dealing with the risk organism or disease)
 - Operational Specifications (which lay out how Operations will work, what it will do in the field, what resources and systems it needs etc)
 - the Response Business Case, which recommends and costs the preferred response option
- lead, with input from MAF, the planning and operational delivery to achieve response objectives or strategy
- be a member of the Response Management team
- document, cost and agree the Operations plan with the Response Manager
- ensure the necessary authorisations, including consents, permits and licences are correctly obtained
- ensure that field response operations delivers results and outcomes effectively and efficiently
- manage the selection, engagement, allocation and use of Capability Network resources. This will include:
 - managing contractors and other staff
 - ensuring requirements are met and rules followed, such as confidentiality, media relations, Health and Safety, Official Information Act, Biosecurity Act

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- implement, monitor and report on the agreed Operations workplan, including situation and close-out reports
- close down Operations as directed by the Response Manager
- contribute to the lessons learned debriefs

Activities

Your value as Operations Manager is to translate the strategic outcomes and objectives of the response into manageable plans and activities for the Operations teams. You are the face of Operations and the interpreter of strategy. You are a member of the response management team and the manager of the people who lead the Operations teams. In a large response you will manage people who manage teams. These team managers may also be managing team managers.

You keep Operations on track to deliver the response's strategic and operational objectives. You provide advice to response management on the requirements for and the impacts of operational decisions. You plan, measure, monitor and report on Operations activities and performance. You delegate, task, support, coach and provide straight feedback to your team. You achieve results through collaborative yet focused leadership, through your integrity and the high quality of your relationships with people at all levels in the response and throughout the biosecurity community. A key function is to keep your eye on the ball and know what the key operations issues are or what they should be at any given point in time. You can change direction easily if required and sort through details and data to find and create high quality management information.

Appendix 2. Background to the job and to biosecurity responses

Who are we- AsureQuality (AQ)?

AsureQuality provides world class food safety and biosecurity services to the food and primary production sectors worldwide. Our customers are primarily businesses involved in the primary sector including producers, processors, manufacturers, regulators and exporters. AQ has 1700 staff at 140 locations throughout Australasia, and recently opened a laboratory in Singapore.

Food safety

Our staff make sure the food our customers produce is safe and that we, as New Zealanders, and overseas consumers of our exported food know that the food has been properly processed according to international standards.

Animal Health Diagnostics Expertise

We manufacture, distribute, and provide expert support for a range of animal health diagnostics products, used in the testing and diagnosis of diseases in animals. This is supported by our expertise in the design and conduct of animal health programmes.

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Protecting New Zealand from Pests & Diseases

We provide a range of services to assist the Ministry of Agriculture and Forestry (MAF) protect against the effects of pests and diseases on our economy, environment, human health, or socio-economic values. We are committed to:

- Protecting New Zealand (NZ) from unwanted organisms
- Making best use of all of the skills available to protect NZ
- Looking after New Zealand as a whole, and our greater good as a country
- Making a difference and doing something that is good for NZ

Who is our biosecurity response client (Ministry of Agriculture and Forestry [MAF])?

MAF is focused on helping to improve those industries that rely on our natural resources such as farming, forestry, growing crops such as fruit and vegetables, wine, fisheries, bees, tourism and more. MAF also provides services to make sure the food we bring in to the country is safe and that our food is safe wherever it is eaten.

Part of MAF's work is to deal with pests or diseases that could damage the income New Zealand earns from these industries as discussed above. MAF has a contract with us, AQ, to provide resources, including people, to help when there is a biosecurity response.

Where do you fit in- what is a biosecurity response?

Responses can be major and national, such as we would see for Foot and Mouth disease, which may be significant enough to temporarily close down trade with some countries and stop the movement of stock or produce. In such a case, a huge number of people with a wide range of skills could be required to work around the country on activities from manning road blocks, through to providing advice on trade or animal welfare.

Or, responses can be more moderate, in the sense of more localised, but no less serious. Even in these smaller responses, we still need different people with a range of skills, including specialist knowledge, to be members of our response teams and to ensure the response is effective.

In a response, there are people who manage it, at head office level, and there are people who work in Operations, sometimes referred to as working "in the field." Those managing the response will determine what its aims are. For example, the aim may be to eradicate the organism (e.g. red imported fire ants), or prevent it spreading further, (e.g. Didymo). Operations activities, which this position manages, are the actions that are put in place to ensure the aim of the response can be met (i.e. to deliver the strategic objectives and outcomes) by dealing directly with the organism or disease and with the people who are immediately affected.

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