

Job Description	National Biosecurity Capability Network New Zealand building one team capable of dealing with any biosecurity emergency
Workstream	Team Manager
Reports to	Operations Manager (or as advised)
Approved by	Andrea Murray - Biosecurity Manager, AsureQuality
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Version	Version 1

Biosecurity Response Operations: Team Manager

Purpose of position

As a Team Manager, you lead and manage the activities and performance of one or more biosecurity response operational field teams. Your value as a Team Manager is to deliver on your team's work plan so that Operations achieves its agreed results.

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).

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 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..

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Team Managers

We need people as our Team Managers who can cope, and support others to cope, with the nature of responses described above. Team Managers need to be people who:

Essential

- have best-practice knowledge of and current experience in operations management, preferably in large scale projects or programmes
- organise and simplify complex technical information into management options and implications for higher level operational outcomes
- plan and budget accurately
- are proven people leaders
- work under pressure in a way that inspires others to do their best
- make sound decisions under pressure based on their experience, wisdom and judgement
- have high personal integrity that includes maintaining confidentiality.

Desirable

- manage and deliver results remotely if needed

Our ideal Team Manager is someone who:

manages diverse operational teams

- leads the definition, management, monitoring and review of team outcomes, options, plans and actions
- manages work plans and delivery to achieve operational and response outcomes
- defines success in collective, measurable and inspiring terms
- interprets and shapes instructions, processes and requirements that deliver intended outcomes
- adjusts outcomes, options, plans, actions and resources based on results; remains on track

makes reliable decisions under uncertainty

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

informs and maintains a shared understanding of team, operations and response progress and priorities

- maintains information and feedback flows within the team and between the team, the rest of Operations and the wider response

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- prioritises and packages information so it is relevant to a given situation or group
- translates technical details into their likely impacts on team outcomes
- distils and repackages the bigger information picture based on data and sources within and outside the team
- establishes feedback systems
- reports and presents the whole story persuasively, warts and all, with a minimum of noise

communicates and relates across boundaries

- energises teams to commit to a common purpose
- enables team members 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

Qualifications

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

Key relationships

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- Other Team Managers
- team colleagues and members of other Operations teams
- subject matter experts
- stakeholders and advisory, stakeholder and community groups
- Operations Manager

Appendix 1. Accountabilities and activities

Accountabilities

Based on the Agreement for response services which MAF has with AQ, (see Appendix 2) you'll need to:

- comply with the requirements of the [MAF Response System](#)
- assist the Operations Manager as required or requested
- help the Operations Manager as needed with developing response documents, including but not limited to:
 - 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)
 - Operational work plans
- provide information that is ready to be used for Operations and Response planning and strategy
- be a member of an operations management team
- document, cost and agree your workplan with your manager
- ensure the necessary authorisations, including consents, permits and licences are correctly obtained
- ensure that your team delivers results and outcomes effectively and efficiently
- manage contractors and other staff as required
- ensure requirements are met and rules followed, such as confidentiality, media relations, Health and Safety, Official Information Act, Biosecurity Act and others
- implement, monitor and report on your agreed work plan
- close down your work as directed by the Operations Manager
- contribute to the lessons learned debriefs as required

Activities

You will be translating strategic, bigger picture outcomes into manageable team objectives and performance measures. You will be a member of an operations Management team where you will need to consider the implications of other or all Operations workstreams, although this will depend

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on the size of the response. In some cases, the people who report to you may themselves also be managing people who manage teams.

You keep your team on track to deliver its activities and objectives. You provide advice to the Operations Manager on your workstream requirements, progress, and resources and on the impacts of decisions and information coming from the field. You plan, measure, monitor and report on your workstream activities and performance. You delegate, task, support, coach and provide straight feedback to your team. You achieve results through collaborative yet outcomes 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.

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.

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

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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, including those for which this Team Manager is responsible, 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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