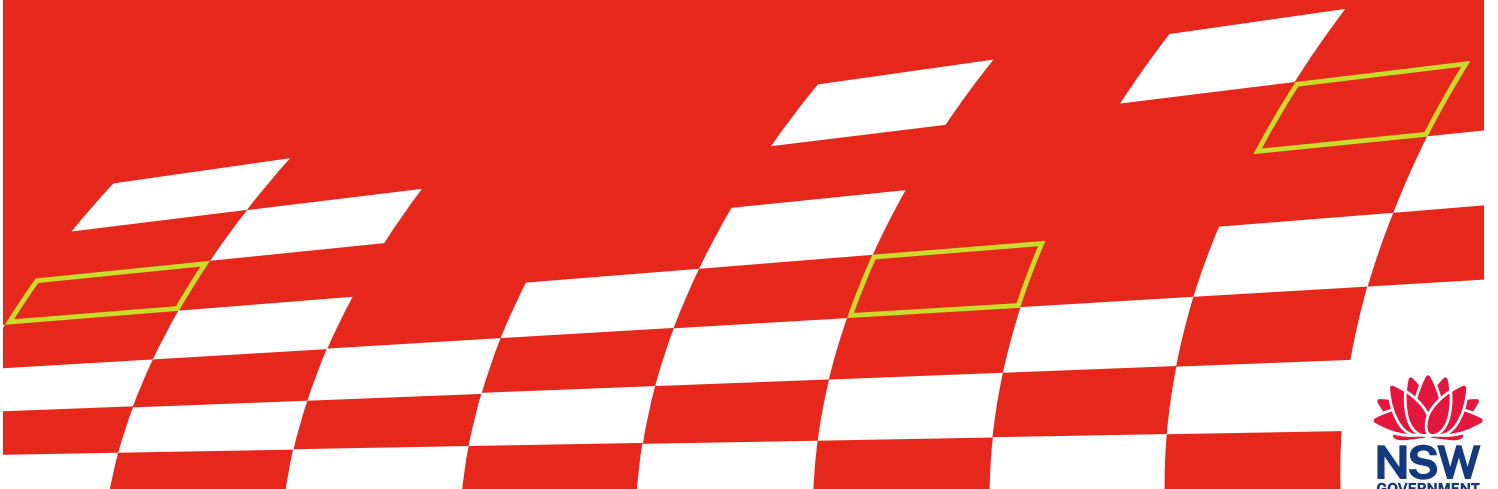




# RFS

# Aviation Services

Change Management Plan: October 2023



## Document control

### Release history

| Version | Date      | Author  | Summary of changes   |
|---------|-----------|---|--|
| 0.1     | 3/10/2023 | Rachel Saliba<br>A/Director Strategy & Programs | Initial draft.   |
| 1.0     | 3/10/2023 | Rachel Saliba<br>A/Director Strategy & Programs | Change management plan for consultation.                               |
| 2.0     |           |   | Final plan incorporating feedback received during consultation period. |

### Reviewed by

| Name           | Title  | Date       |
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| Ben Millington | Director State Operations  | 18/10/2023 |
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| Name            | Title                                | Date       |
|-----------------|--------------------------------------|------------|
| Peter McKechnie | Deputy Commissioner Field Operations | 19/10/2023 |
| Trina Schmidt   | Executive Director People & Strategy | 19/10/2023 |

### Related documents

| Document name   | Version |
|---|---------|
| <a href="#">NSW Premier &amp; Cabinet Directive D2011-014 Agency Change Management Guidelines</a> |         |
| <a href="#">Government Sector Employment Act 2013</a>   |         |
| <a href="#">Government Sector Employment (General) Rules 2014</a>                                 |         |

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# 1. Introduction

The purpose of this Change Management Plan is to outline the realignment of the Aviation capability within the RFS, including the changes to associated directorates, functions, and realigned organisational structure.

This document aims to provide an overview of the structure and functions, the impact to associated staffing arrangements and how the RFS intends to enact this Change Management Plan through consultation with members and relevant bodies.

## 2. Background

The RFS is recognised as a leader in the field of aerial firefighting, regularly deploying aircraft and personnel to support partner agencies both nationally and internationally. In addition to the State Air Desk (SAD) which supports an 'All Hazards All Agencies' approach, RFS owns and successfully operates the largest aerial fire-fighting fleet in Australia consisting of eleven operational aircraft including a 737 Large Air Tanker (LAT).

The Independent State Bush Fire Inquiry noted aviation played a crucial role in firefighting during the 2019/20 season in New South Wales. The Inquiry made several recommendations in respect to aerial firefighting including training, capability and simulation which the RFS continues to lead.

Additionally, the National Aerial Fire Fighting Centre (NAFC) noted aerial firefighting has become a critical capability for the management and suppression of bushfires in Australia. To effectively achieve this, aircraft are flown at low altitudes and low airspeeds, often in challenging environmental conditions. This creates a high-risk environment which requires a continued focus on risk mitigation.

The operating environment has changed significantly over the past decade given new aircraft size and capabilities, more frequent extreme fire weather and community expectations that all resources will be used to maximum potential. This requires the RFS to continually reassess resourcing requirements, new technologies and strategies employed within the aerial firefighting and emergency operation situations.

On 23 January 2020, a LAT engaged by the RFS during fire-fighting operations crashed in the Snowy Mountains region during which three air crew died. An investigation was initiated by the Australian Transport Safety Bureau (ATSB) with the final report released on 29 August 2022 assigning three safety factors/recommendations to the RFS.

The agency committed to address these safety factors to mitigate residual risk and enhance safety as a matter of priority.

As part of an aviation management and study tour to the United States of America in October 2022, several observations were made in respect to team structures and dedicated roles. Several recommendations were contained in a subsequent report which were endorsed by the RFS Commissioner outlined below:

*To enhance aerial fire-fighting capability development within the NSW Rural Fire Service, it is recommended that:*

- *a review of the organisational structure be undertaken to ensure greater clarity and focus on key aviation functions and projects.*
- *consideration be given to the employment of full-time Aviation Officers focussing on Air Attack Supervisor duties (similar to the Aviation Rescue Crew program) to develop a more consistent skillset and ensure availability during initial response.*

- the recruitment of a suitably qualified and experienced Aviation Safety Officer within the State Operations Directorate be undertaken as a matter of priority recognising the technical nature and to better inform aviation programs.

This review has now been completed taking into consideration the rationale contained within the report as well as comparison to other agencies both nationally and internationally.

### 3. Overview of the Proposed Changes

#### 3.1. Proposed Organisational Structure

The proposed changes to the organisational structure are focused on the consolidation of aviation functions from across the organisation to operate within Field Operations Directorate.

In summary, the key changes include:

- Existing sections and business units realigned to a proposed functional structure to realise synergies in the way functions align and operate together.
- Existing teams and individual roles realigned to the most appropriate place in the functional structure.
- Role title changes for consistency in naming conventions where appropriate.

The key proposed organisational structure changes are outlined in the table below.

**Table 1: Key Proposed Structure Changes**

| Current Business Units and Functions   | Future Business Units and Functions  | Key Proposed Structure Changes  |
|--|--|---|
| <p><b>Field Operations</b></p> <p><b>State Operations</b></p> <ul style="list-style-type: none"> <li>– Operational Field Support</li> </ul> <p><b>Preparedness &amp; Capability</b></p> <p><b>Training &amp; Doctrine</b></p> <ul style="list-style-type: none"> <li>– Operational Training</li> </ul> | <p><b>Field Operations</b></p> <p><b>State Operations</b></p> <ul style="list-style-type: none"> <li>– Operational Field Support</li> <li>– Aviation Operations</li> </ul> | <ul style="list-style-type: none"> <li>– Introduction of a new Aviation Operations Unit incorporating the following teams: <ul style="list-style-type: none"> <li>– Aviation (Fixed Wing)</li> <li>– Aviation (Rotary Wing)</li> <li>– Aviation (Training)</li> <li>– Aviation (Safety)</li> </ul> </li> <li>– Transfer of existing and new roles to create the Aviation Unit.</li> <li>– Operational Field Support to focus on rescue and other specialist capabilities excluding Aviation, with the exception of the Remote Aerial Piloted Systems project.</li> <li>– There are no changes proposed to the following Units: <ul style="list-style-type: none"> <li>– Operational Response</li> <li>– Emergency Management</li> </ul> </li> </ul> |

| Current Business Units and Functions  | Future Business Units and Functions   | Key Proposed Structure Changes   |
|---|---|--|
| <b>Field Operations</b><br><b>Operations Support</b><br>– Aviation Support<br><br><b>Preparedness &amp; Capability</b><br><b>Logistics &amp; Equipment</b><br>– Logistics | <b>Field Operations</b><br><b>Operations Support</b><br>– Aircraft Capability | <ul style="list-style-type: none"> <li>– Formalisation of the Aircraft Capability Team.</li> <li>– Transfer of existing and new roles to create the Aircraft Capability Team</li> <li>– There are no changes proposed to the following Units:               <ul style="list-style-type: none"> <li>– Operational Performance Analysis</li> <li>– Operational Compliance &amp; Systems</li> <li>– Operational Business</li> </ul> </li> </ul> |

A detailed outline of the proposed structure changes is provided in sections 11-13.

### 3.2. Proposed Business Unit Functions

Functions to be performed by the proposed future business units in each directorate have been defined so that they reflect the realigned structure of aviation services.

An overview of these functions of each business unit are outlined in sections 11-13.

As part of implementation of the proposed future structure, Directors and Managers will work together with their realigned teams to provide greater clarity in team and individual role functions, as well as to define processes and new ways of working.

### 3.3. Proposed Staffing Arrangements

The functional alignment will result in changes to organisational structure and staffing arrangements.

All existing ongoing staff will be assigned to an at-level role in the new structure and there will be no excess employees as a result of the realignment.

The proposed future structure and assignment of staff to roles has been based on the following principles:

- Aligning roles to the most appropriate function to appropriately merge aviation services.
- Transferring roles to comparable functions and appropriate skill sets.
- Ensuring business need are met and maintenance of legacy knowledge within a team is retained.

The details of these proposed staffing arrangements against the proposed structure for each directorate are outlined in the tables in sections 11-13.

The proposed structure reflects approved establishment roles for FY2023/24.

Staff currently assigned to temporary or acting roles will also be assigned to equivalent roles within the new structure and will remain engaged in their current temporary capacity until the end of the current contract or acting period.

## 4. Communication & Consultation Strategy

All affected staff, as key stakeholders in this change management process, will be provided with access to the draft Change Management Plan and will have an opportunity to review the draft plan and provide comment.

Staff members are encouraged to ask questions, seek information, provide feedback, and discuss any matters pertaining to their own personal circumstances with their respective Directors, as required.

Similarly, the Public Service Association of NSW (PSA) will also be provided with an opportunity to review the draft plan and provide comment.

In accordance with PSC Directive 2011-014 - Agency Change Management Guidelines, the PSA will continue to be engaged through formal consultative forums such as the Joint Consultative Committee. (JCC) meetings to discuss implementation of the change management plan will also occur if required.

During the formal consultation period, the following opportunities will be available to staff to understand the proposed change and provide feedback:

- Dedicated inbox: to request more information about the proposed change and provide written feedback to [opsfeedback@rfs.nsw.gov.au](mailto:opsfeedback@rfs.nsw.gov.au)
- Deputy Commissioners, Directors, and Line Managers: will be available to provide support and have further discussions with teams if required.

Communication and consultation will be undertaken as outlined in the timeline below:

**Table 2: Communication & Consultation Timeline**

| Stage        | Action/s   | Stakeholder      | Date             |
|--------------|--|------------------|------------------|
| Consultation | Meetings held with stakeholders and draft change management plan distributed.  | Affected Staff   | 26 October 2023  |
|              |  | Other Staff      | 27 October 2023  |
|              |  | PSA              | 26 October 2023  |
| Feedback     | Stakeholders are encouraged to ask questions, seek information, provide feedback, and discuss any matters pertaining to their own personal circumstances with the respective Directors, as required. | All Stakeholders | 8 November 2023  |
| Review       | Feedback reviewed and responses prepared.  | All Stakeholders | 15 November 2023 |
| Outcome      | Meetings held with stakeholders and final change management plan distributed.  | Affected Staff   | 16 November 2023 |
|              |  | Other Staff      | 17 November 2023 |
|              |  | PSA              | 16 November 2023 |

## 5. Workforce Planning Needs and Impact on Services and Functions

During this transition period, the Directors and Managers will implement strategies to ensure business needs are met and continuity of services is maintained.

As part of the transition, functional and administrative delegations will be updated to reflect the new structure, as required.

## 6. Process to Fill Roles

### 6.1. Assignment to Roles

All existing ongoing staff will be directly assigned to at-level roles in the new structure in accordance with Government Sector Employment (GSE) legislation mobility provisions (specifically section 46 of the GSE Act).

Direct assignments have been made possible based on the following:

- There are enough roles at the relevant RFS levels in the realigned structure compared to the staff affected.
- Previous and revised roles are the same classification of work (equivalent RFS level).
- Essential and capability requirements of the roles are not significantly different.

Direct assignments of staff members have been made to ensure best-fit for roles in comparable functions, appropriate skill sets and to ensure business needs are met.

In circumstances where staff are assigned to roles where functions are to be undertaken at a different location to their current designated work location, individual consultation will occur, and a reasonable transition period provided.

### 6.2. Role Descriptions and Job Evaluation Process

Role descriptions will be created or updated to reflect the realigned structure where required, in the following order of priority:

- New and vacant roles requiring recruitment.
- Roles with functional changes (i.e. modified or additional functional responsibilities).
- Roles with administrative changes (e.g. reporting line change, role title change, renamed directorate or business unit).

New roles or vacant roles may be required to undergo a job evaluation process, whereas all other roles would not be required to undergo a job evaluation process.

### 6.3. Recruitment of Vacant Roles

New or vacant roles will be filled through established RFS recruitment practices in line with Government Sector Employment legislation, Public Service Commission Assignment to Role Guidelines and any other relevant policies.

All staff members are welcome to apply for these roles if they are externally advertised, through the established recruitment processes.



## 7. Management of Excess Employees

This change management plan sees the assignment of all existing ongoing staff to at-level roles in the proposed new structure as outlined in sections 11-13 of this document. As such, the changes will not result in any excess employees.

## 8. Management of Temporary Employees

Staff currently assigned to temporary or acting roles will also be assigned to equivalent roles within the new structure and will remain engaged in their current temporary capacity until the end of the current contract or acting period.

Temporary and acting staff are encouraged to apply for ongoing roles through the recruitment process.

## 9. Support Services

Staff are encouraged to ask questions and seek information on what the changes mean for them. The following staff are available to assist staff with enquiries:

**Table 3: Key Contacts**

| Name            | Responsible person                            | Contact   |
|-----------------|---|---|
| Stuart Midgley  | Director Operations Support                   | <a href="mailto:stuart.midgley@rfs.nsw.gov.au">stuart.midgley@rfs.nsw.gov.au</a><br>p: 02 8741 5436   |
| Ben Millington  | Director State Operations                     | <a href="mailto:ben.millington@rfs.nsw.gov.au">ben.millington@rfs.nsw.gov.au</a><br>p: 02 8741 5251   |
| Joshua Torrens  | Director Logistics & Equipment                | <a href="mailto:joshua.torrens@rfs.nsw.gov.au">joshua.torrens@rfs.nsw.gov.au</a><br>p: 02 8867 7935   |
| Paul Seager     | Director Training & Doctrine                  | <a href="mailto:paul.seager@rfs.nsw.gov.au">paul.seager@rfs.nsw.gov.au</a><br>m: 0457 268 316         |
| Kyle Stewart    | Deputy Commissioner Preparedness & Capability | <a href="mailto:kyle.stewart@rfs.nsw.gov.au">kyle.stewart@rfs.nsw.gov.au</a><br>p: 02 8741 5230       |
| Peter McKechnie | Deputy Commissioner Field Operations          | <a href="mailto:peter.mckechnie@rfs.nsw.gov.au">peter.mckechnie@rfs.nsw.gov.au</a><br>p: 02 8741 5453 |

If required, staff are also encouraged to seek support through the following services:

- **Member Assistance Program (MAP)** by calling Benestar on 1300 360 364. Further information is also available on OneRFS by [clicking here](#).
- **RFS Peer Support Services** on 8741 5223 or [mental.wellbeing@rfs.nsw.gov.au](mailto:mental.wellbeing@rfs.nsw.gov.au)
- **RFS Chaplaincy and Family Support Program** on 1800 049 933. Further information is available on OneRFS by [clicking here](#).

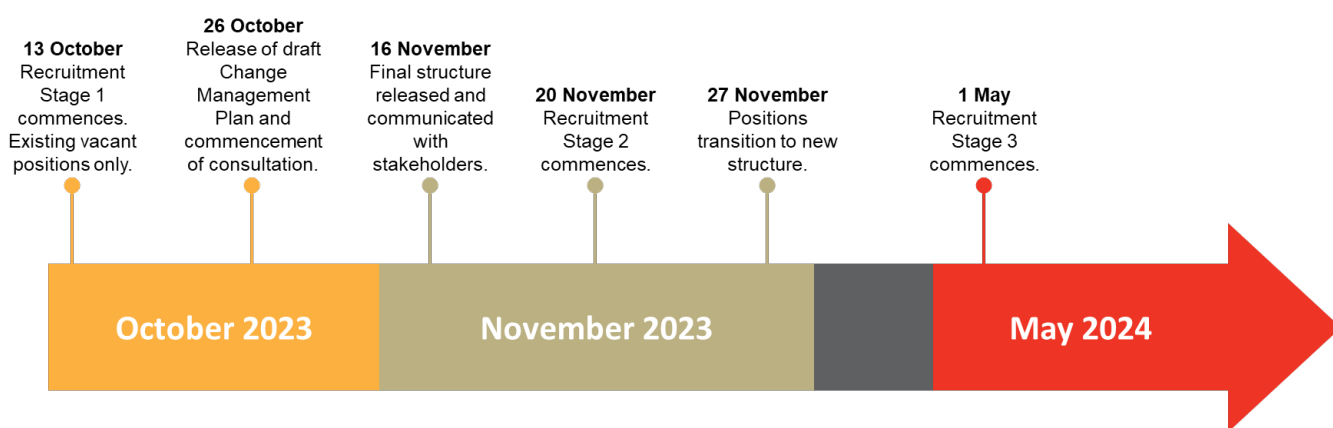
## 10. Proposed timetable for implementation

Key milestones in the consultation and implementation timeline have been provided below.

The future structure will be implemented in a phased approach and is expected to commence from November 2023. The first phase will see Managers report into the relevant Directors and their realigned teams will also transition accordingly.

It is intended to implement the new structure as early as possible, however transition of all roles to the future structure will be dependent on recruitment activity of vacant roles in some cases.

Further details on the phased implementation will be released in the final Change Management Plan.

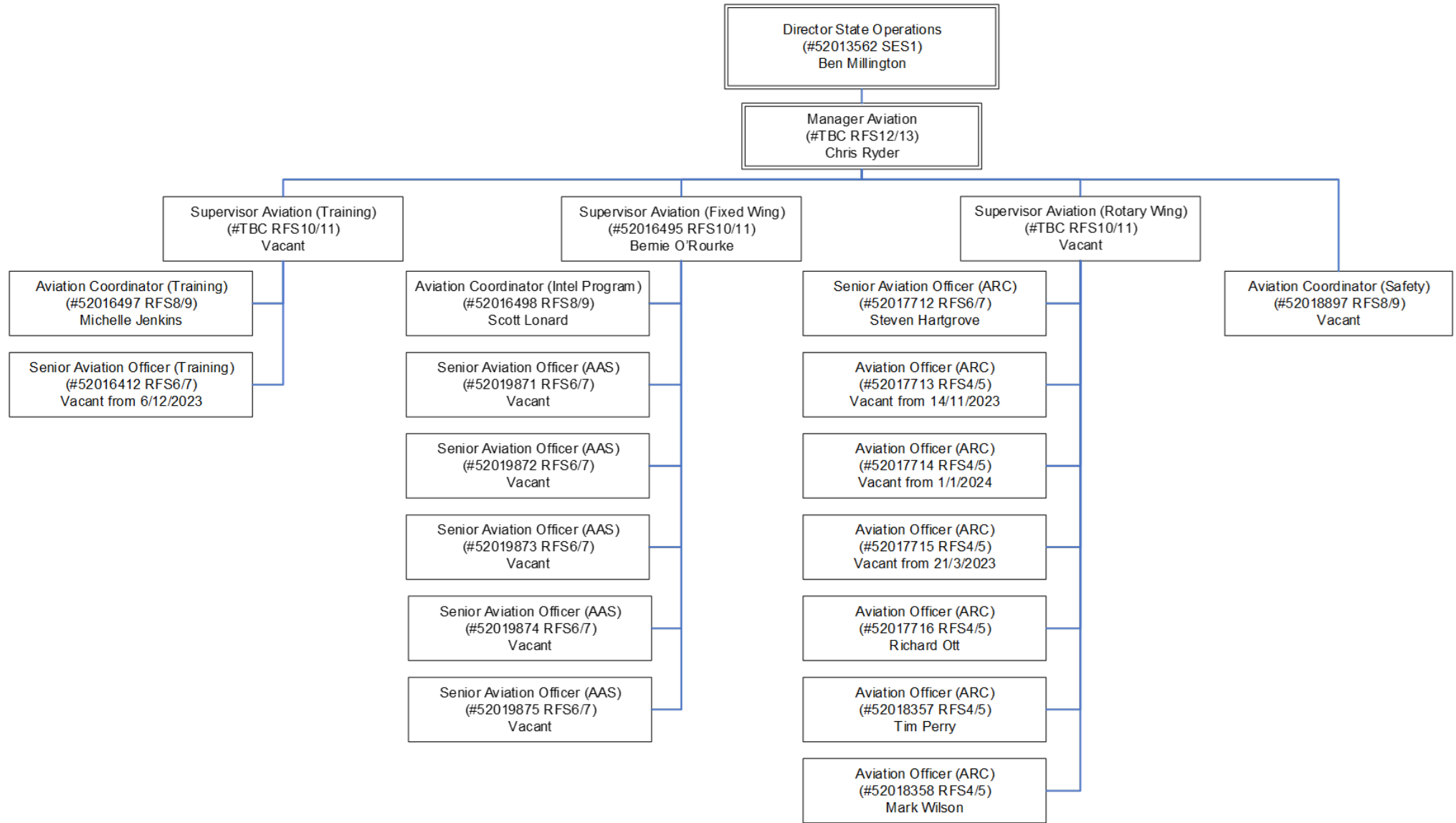


**Table 4: Proposed timeline for implementation**

| Phase                      | Action  | Commencing from  |
|----------------------------|---|------------------|
| <b>Recruitment Stage 1</b> | <p>Recruitment will commence to fill existing vacant positions only. These include and are not limited to:</p> <ul style="list-style-type: none"> <li>- Manager Operational Field Support</li> <li>- Aviation Coordinator (Safety)</li> <li>- Aviation Coordinator</li> <li>- Supervisor Aviation (Training)</li> <li>- Senior Aviation Officer (AAS) x 5</li> <li>- Aviation Officer (ARC)</li> <li>- RPAS Capability Officer</li> <li>- Air Base Officer</li> </ul> | 13 October 2023  |
| <b>Transition</b>          | <ul style="list-style-type: none"> <li>- All positions will transition into the new structure.</li> </ul>   | 27 November 2023 |
| <b>Recruitment Stage 2</b> | <p>Recruitment will commence for positions that are due to become vacant on or before 31/3/24, and any remaining vacancies. These include and are not limited to:</p> <ul style="list-style-type: none"> <li>- Aviation Officer (ARC) x 2</li> <li>- Senior Aviation Officer (Training)</li> </ul>  | 20 November 2023 |

| Phase                      | Action  | Commencing from |
|----------------------------|---|-----------------|
| <b>Recruitment Stage 3</b> | Recruitment will commence for new positions that will become available from 1/5/24, and any remaining vacancies. These include and are not limited to: <ul style="list-style-type: none"><li data-bbox="507 353 975 389">– Project Officer (Flood Rescue) x 2</li></ul> | 1 May 2024      |

# 11. Proposed Organisational Structure, Functions and Staffing Arrangements: Aviation Operations



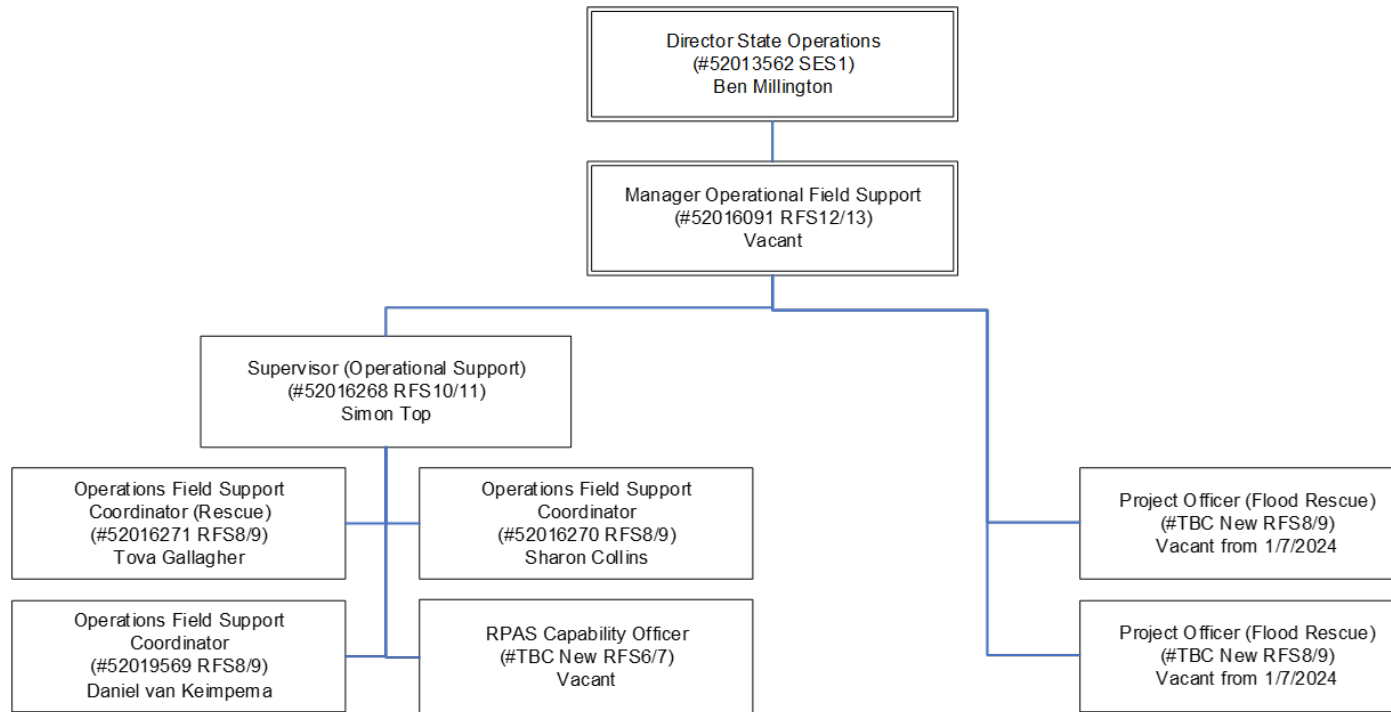
| Business Unit       | Functions  |
|---------------------|--|
| Aviation Operations | <ul style="list-style-type: none"> <li>- Co-ordination of Aviation operations and support through the State Air Desk.</li> <li>- Review and development of Aviation doctrine.</li> <li>- Responsibility of Aviation Safety practices and policy.</li> <li>- Management of Aviation training and professional development (including use of simulators within the Aviation Centre of Excellence).</li> <li>- Oversight of Aviation capability development and associated programs.</li> </ul> |

**Table 5: State Operations – Aviation Operations**

| CURRENT STRUCTURE    |           |                     |              |                     |                  | PROPOSED STRUCTURE                   |           |                      |                   |                     |                       |                   |   |
|----------------------|-----------|---------------------|--------------|---------------------|------------------|--------------------------------------|-----------|----------------------|-------------------|---------------------|-----------------------|-------------------|---|
| Current Role Title   | RFS Level | Current Directorate | Current Unit | Status              | Current Occupant | Proposed Role Title                  | RFS Level | Proposed Directorate | Proposed Division | Proposed Section    | Proposed Unit         | Future Occupant   | Description of change / action  |
|                      |           |                     |              | New Position        |                  | Manager Aviation                     | RFS 12/13 | Field Operations     | State Operations  | Aviation Operations |                       | Christopher Ryder | Transfer to business unit, change to role title and functions, change in reporting line |
| Aviation Coordinator | RFS 8/9   | Field Operations    | Aviation     | Vacant              |                  | Aviation Coordinator (Safety)        | RFS 8/9   | Field Operations     | State Operations  | Aviation Operations |                       |                   | Recruit Stage 1   |
| Supervisor Aviation  | RFS 10/11 | Field Operations    | Aviation     | Permanent Full time | Bernie O'Rourke  | Supervisor Aviation (Fixed Wing)     | RFS 10/11 | Field Operations     | State Operations  | Aviation Operations | Aviation (Fixed Wing) | Bernie O'Rourke   | Transfer to business unit, change to role title and functions, change in reporting line |
| Aviation Coordinator | RFS 8/9   | Field Operations    | Aviation     | Permanent Full time | Scott Lonard     | Aviation Coordinator (Intel Program) | RFS 8/9   | Field Operations     | State Operations  | Aviation Operations | Aviation (Fixed Wing) | Scott Lonard      | Transfer to business unit, change to role title and functions, change in reporting line |
|                      |           |                     |              | New Position        |                  | Senior Aviation Officer (AAS)        | RFS 6/7   | Field Operations     | State Operations  | Aviation Operations | Aviation (Fixed Wing) |                   | Recruit Stage 1   |
|                      |           |                     |              | New Position        |                  | Senior Aviation Officer (AAS)        | RFS 6/7   | Field Operations     | State Operations  | Aviation Operations | Aviation (Fixed Wing) |                   | Recruit Stage 1   |
|                      |           |                     |              | New Position        |                  | Senior Aviation Officer (AAS)        | RFS 6/7   | Field Operations     | State Operations  | Aviation Operations | Aviation (Fixed Wing) |                   | Recruit Stage 1   |
|                      |           |                     |              | New Position        |                  | Senior Aviation Officer (AAS)        | RFS 6/7   | Field Operations     | State Operations  | Aviation Operations | Aviation (Fixed Wing) |                   | Recruit Stage 1   |
|                      |           |                     |              | New Position        |                  | Senior Aviation Officer (AAS)        | RFS 6/7   | Field Operations     | State Operations  | Aviation Operations | Aviation (Fixed Wing) |                   | Recruit Stage 1   |

| CURRENT STRUCTURE                       |           |                           |                               |                                |                     | PROPOSED STRUCTURE                 |           |                      |                   |                     |                        |                  |   |
|---|-----------|---------------------------|-------------------------------|--------------------------------|---------------------|------------------------------------|-----------|----------------------|-------------------|---------------------|------------------------|------------------|---|
| Current Role Title                      | RFS Level | Current Directorate       | Current Unit                  | Status                         | Current Occupant    | Proposed Role Title                | RFS Level | Proposed Directorate | Proposed Division | Proposed Section    | Proposed Unit          | Future Occupant  | Description of change / action  |
| Operations Field Support Coordinator    | RFS 8/9   | Field Operations          | Operational Field Support 2   | Permanent Full time            | Daniel van Keimpema | Supervisor Aviation (Rotary Wing)  | RFS 10/11 | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) |                  | Daniel van Keimpema to transfer to Operations Field Support Coordinator, Operational Support. Position to be repurposed to create Supervisor Aviation (Rotary Wing). Recruit Stage 1. |
| Senior Aviation Officer                 | RFS 6/7   | Field Operations          | Operational Field Support     | Permanent Full time            | Steven Hartgrove    | Senior Aviation Officer (ARC)      | RFS 6/7   | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) | Steven Hartgrove | Transfer to business unit, change to role title and functions, change in reporting line   |
| Aviation Officer                        | RFS 4/5   | Field Operations          | Operational Field Support     | Vacant – Acting up to 13/11/23 | Aaron Agius         | Aviation Officer (ARC)             | RFS 4/5   | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) | Aaron Agius      | Recruit Stage 1 wef 14/11/23  |
| Aviation Officer                        | RFS 4/5   | Field Operations          | Operational Field Support     | Vacant - Acting up to 21/12/23 | Anthony Duff        | Aviation Officer (ARC)             | RFS 4/5   | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) | Anthony Duff     | Recruit Stage 2 wef 22/12/23  |
| Aviation Officer                        | RFS 4/5   | Field Operations          | Operational Field Support     | Vacant - Acting up to 20/3/24  | Jeffrey Hodder      | Aviation Officer (ARC)             | RFS 4/5   | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) | Jeffrey Hodder   | Recruit Stage 2 wef 20/3/24   |
| Aviation Officer                        | RFS 4/5   | Field Operations          | Operational Field Support     | Permanent Full time            | Richard Ott         | Aviation Officer (ARC)             | RFS 4/5   | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) | Richard Ott      | Transfer to business unit, change to role title and functions, change in reporting line   |
| Aviation Officer                        | RFS 4/5   | Field Operations          | Operational Field Support     | Permanent Full time            | Timothy Perry       | Aviation Officer (ARC)             | RFS 4/5   | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) | Timothy Perry    | Transfer to business unit, change to role title and functions, change in reporting line   |
| Aviation Officer                        | RFS 4/5   | Field Operations          | Operational Field Support     | Permanent Full time            | Mark Wilson         | Aviation Officer (ARC)             | RFS 4/5   | Field Operations     | State Operations  | Aviation Operations | Aviation (Rotary Wing) | Mark Wilson      | Transfer to business unit, change to role title and functions, change in reporting line   |
| Operational Officer L3                  | RFS 8/9   | Preparedness & Capability | Operational Training Aviation | Vacant                         |                     | Supervisor Aviation (Training)     | RFS 10/11 | Field Operations     | State Operations  | Aviation Operations | Aviation (Training)    |                  | Recruit Stage 1   |
| Aviation Coordinator                    | RFS 8/9   | Field Operations          | Aviation                      | Permanent Full time            | Michelle Jenkins    | Aviation Coordinator (Training)    | RFS 8/9   | Field Operations     | State Operations  | Aviation Operations | Aviation (Training)    | Michelle Jenkins | Transfer to business unit, change to role title and functions, change in reporting line.  |
| Operational Training Officer (Aviation) | RFS 6/7   | Preparedness & Capability | Operational Training Programs | Vacant - Acting up to 5/12/23  | Bethany Ormsby      | Senior Aviation Officer (Training) | RFS 6/7   | Field Operations     | State Operations  | Aviation Operations | Aviation (Training)    | Bethany Ormsby   | Recruit Stage 2 wef 6/12/23<br>Position to remain located in Dubbo.   |

## 12. Proposed Organisational Structure, Functions and Staffing Arrangements: Operational Field Support



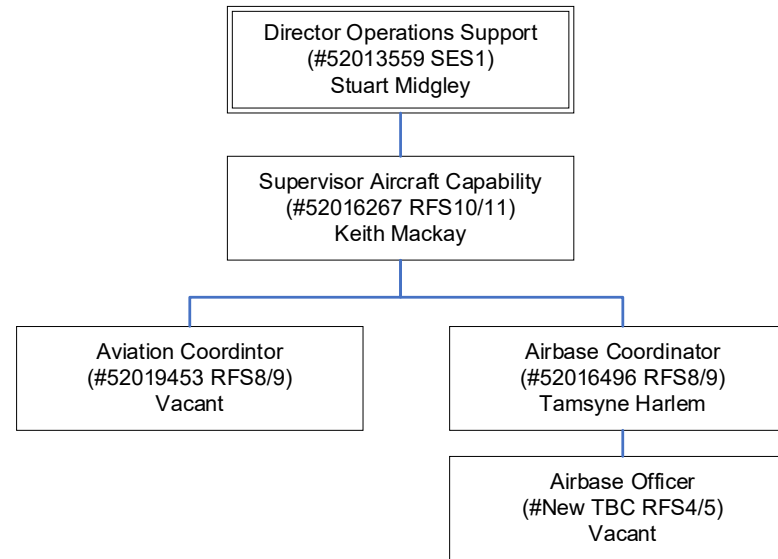
| Business Unit             | Functions  |
|---------------------------|--|
| Operational Field Support | <ul style="list-style-type: none"> <li>- Oversight of Operational Field Support capability development and associated programs.</li> <li>- Co-ordination of Operational Field Support deployment and capabilities.</li> <li>- Review and development of identified Operational Field Support doctrine.</li> <li>- Management of identified Operational Field Support training and professional development.</li> </ul> |

**Table 6: State Operations – Operational Field Support**

| CURRENT STRUCTURE                        |           |                     |                             |                                |                   | PROPOSED STRUCTURE                            |           |                      |                   |                           |                     |                     |  |
|--|-----------|---------------------|-----------------------------|--------------------------------|-------------------|---|-----------|----------------------|-------------------|---------------------------|---------------------|---------------------|--|
| Current Role Title                       | RFS Level | Current Directorate | Current Unit                | Status                         | Current Occupant  | Proposed Role Title                           | RFS Level | Proposed Directorate | Proposed Division | Proposed Section          | Proposed Unit       | Future Occupant     | Description of change / action                               |
| Manager Operational Field Support        | RFS 12/13 | Field Operations    | Operational Field Support   | Permanent Full time            | Christopher Ryder | Manager Operational Field Support             | RFS 12/13 | Field Operations     | State Operations  | Operational Field Support |                     | Vacant              | Recruit Stage 1  |
| Supervisor Operational Field Support     | RFS 10/11 | Field Operations    | Operational Field Support 2 | Permanent Full time            | Simon Topp        | Supervisor Operational Field Support          | RFS 10/11 | Field Operations     | State Operations  | Operational Field Support | Operational Support | Simon Topp          | No Change  |
| Operations Field Support Coordinator     | RFS 8/9   | Field Operations    | Operational Field Support 2 | Permanent Full Time            | Tova Gallagher    | Operations Field Support Coordinator (Rescue) | RFS 8/9   | Field Operations     | State Operations  | Operational Field Support | Operational Support | Tova Gallagher      | Title change only.   |
| Operational Field Support Coordinator    | RFS 8/9   | Field Operations    | Operational Field Support 2 | Permanent Full time            |                   | Operational Field Support Coordinator         | RFS 8/9   | Field Operations     | State Operations  | Operational Field Support | Operational Support | Daniel van Keimpema | Daniel van Keimpema to transfer from position 52019569.      |
| Operational Field Support Coordinator    | RFS 8/9   | Field Operations    | Operational Field Support 2 | Permanent Full time            | Sharon Collins    | Operational Field Support Coordinator         | RFS 8/9   | Field Operations     | State Operations  | Operational Field Support | Operational Support | Sharon Collins      | No Change  |
|  |           |                     |                             | New Position                   |                   | RPAS Capability Officer                       | RFS 6/7   | Field Operations     | State Operations  | Operational Field Support | Operational Support |                     | Recruit Stage 1  |
| Senior Project Officer                   | RFS 10/11 | Field Operations    | Operational Field Support   | Temporary Full Time to TBC     | Peter Evans       |   | RFS 10/11 | Field Operations     | State Operations  | Operational Field Support | Flood Rescue        | Peter Evans         | Temporary position ending at completion of current contract. |
| Assistant Project Officer (Flood Rescue) | RFS 6/7   |                     | Operational Field Support   | Temporary Full Time to 30/6/24 | Alan McCartney    | Assistant Project Officer (Flood Rescue)      | RFS 6/7   | Field Operations     | State Operations  | Operational Field Support | Flood Rescue        | Alan McCartney      | Temporary position ending at completion of current contract. |
| Assistant Project Officer (Flood Rescue) | RFS 6/7   |                     | Operational Field Support   | Temporary Full Time to 30/6/24 |                   | Assistant Project Officer (Flood Rescue)      | RFS 6/7   | Field Operations     | State Operations  | Operational Field Support | Flood Rescue        |                     | Temporary position ending at completion of current contract. |
|  |           |                     |                             | New Position                   |                   | Project Officer (Flood Rescue)                | RFS 8/9   | Field Operations     | State Operations  | Operational Field Support | Flood Rescue        |                     | Recruit Stage 3 for appointment from 1/7/2024                |
|  |           |                     |                             | New Position                   |                   | Project Officer (Flood Rescue)                | RFS 8/9   | Field Operations     | State Operations  | Operational Field Support | Flood Rescue        |                     | Recruit Stage 3 for appointment from 1/7/2024                |



# 13. Proposed Organisational Structure, Functions and Staffing Arrangements: Aircraft Capability



| Business Unit       | Functions   |
|---------------------|---|
| Aircraft Capability | <ul style="list-style-type: none"> <li>- NSW RFS Owned Aircraft Management.</li> <li>- Oversight NSW RFS Owned aircraft availability.</li> <li>- Review and development of aircraft capability.</li> <li>- Coordinate Airbase Infrastructure and Support</li> </ul> |

**Table 7: Field Operations – Aircraft & Aviation Logistics**

| CURRENT STRUCTURE      |           |                           |                       |                     |                  | PROPOSED STRUCTURE                  |           |                      |                    |                     |               |                 |   |
|------------------------|-----------|---------------------------|-----------------------|---------------------|------------------|-------------------------------------|-----------|----------------------|--------------------|---------------------|---------------|-----------------|---|
| Current Role Title     | RFS Level | Current Directorate       | Current Unit          | Status              | Current Occupant | Proposed Role Title                 | RFS Level | Proposed Directorate | Proposed Division  | Proposed Section    | Proposed Unit | Future Occupant | Description of change / action  |
| Senior Project Officer | RFS 10/11 | Field Operations          | Aviation Support      | Permanent Full time | Keith Mackay     | Supervisor RFS Aircraft & Logistics | RFS 10/11 | Field Operations     | Operations Support | Aircraft Capability |               | Keith Mackay    | Transfer to business unit, change to role title and functions, change in reporting line   |
| Airbase Coordinator    | RFS 8/9   | Preparedness & Capability | Logistics & Transport | Permanent Full time | Tamsyne Harlen   | Airbase Coordinator                 | RFS 8/9   | Field Operations     | Operations Support | Aircraft Capability |               | Tamsyne Harlen  | Transfer to Directorate and business unit, change to role title and functions, change in reporting line. Change location to HQ. |
|                        |           |                           |                       | New Position        |                  | Airbase Officer                     | RFS 4/5   | Field Operations     | Operations Support | Aircraft Capability |               |                 | Recruit Stage 1   |
| Aviation Coordinator   | RFS 8/9   | Field Operations          | Aviation Support      | Vacant              |                  | Aviation Coordinator                | RFS 8/9   | Field Operations     | Operations Support | Aircraft Capability |               |                 | Recruit Stage 1   |



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