



RURAL FIRE SERVICE QUEENSLAND

# Deputy Chief Officer

ROLE INFORMATION PACK

# About Rural Fire Service Queensland

The Queensland Fire Department (QFD) is responsible for delivering fire and emergency services to Queensland communities. Within QFD, Rural Fire Service Queensland (RFSQ) is a distinct fire service with a dedicated focus on bushfire prevention, preparedness, response and recovery.



## OUR Purpose

To pre-empt, prevent, mitigate and manage the consequences of fires and other emergencies on Queensland communities.



## OUR Vision

Working together to create safer communities through contemporary fire and emergency services.

Rural Fire Service Queensland (RFSQ) is Queensland's community-based volunteer emergency service and the lead service for the prevention and control of bush and grass fires across the state.

RFSQ works across rural, semi-rural and urban fringe communities, partnering with local government, land managers, emergency services and community organisations to strengthen bushfire resilience and support communities before, during and after emergencies.

## OUR People

**27,638**

Volunteer members

**10,900**

Volunteer firefighters

**16,738**

Operational support  
volunteers

**1,386**

Rural fire brigades

**4**

Regions across  
Queensland

**77**

Local government areas  
covered by Bushfire Risk  
Mitigation Plans

# OUR Guiding principles

RFSQ operates within QFD while retaining a distinct service identity, mandate and volunteer community. Its strategic direction is focused on strengthening bushfire prevention, preparedness, response and recovery and supporting safer, more resilient Queensland communities.



**CAPABLE COMMUNITIES**  
We'll collaborate with communities to enhance fire and emergency preparedness



**INTEROPERABLE**  
We'll bring together people, knowledge, capabilities and equipment to make us and our communities safer



**INTELLIGENCE**  
We'll identify, collect, analyse and communicate relevant data, information, knowledge and wisdom



**SUSTAINABLE**  
We'll balance what we spend, consume and emit with the benefit we provide our community and environment



**ADAPTIVE**  
We'll quickly, safely and effectively adjust to emerging opportunities and challenges

## OUR Service and Heritage

Rural fire service in Queensland has a long history of community-based fire protection. The Prevent the Careless Use of Fire Act 1865 established the first legislation for rural fire management, prompting rural landowners to work together to protect their properties and communities.

Following the Rural Fires Act 1927, the first Rural Fire Board was formed. After World War II, rural communities again began organising local volunteer firefighting services, leading to the reformation of the Rural Fires Board in 1948 and significant growth in rural brigades across Queensland.

Today, Rural Fire Service Queensland is part of the Queensland Fire Department, with approximately 28,000 unpaid volunteers across around 1,400 brigades providing dedicated fire services across Queensland.

# What RFSQ delivers



## **Bushfire prevention and mitigation**

We lead year-round bushfire risk reduction through community education, hazard reduction burning, firebreak preparation and fire trail management. In 2024–25, we developed Bushfire Risk Mitigation Plans for all 77 local government areas, with 60.5% of planned mitigation activities completed.



## **Community safety and preparedness**

Our Volunteer Community Educators work with local communities to promote fire safety and bushfire preparedness, helping people understand and reduce local risks. We also manage the Permit to Light Fire system, which is largely implemented through volunteer fire wardens.



## **Emergency response**

Our volunteers respond to bush and grass fires across Queensland, providing fire management services and, in some limited remote locations, road crash rescue. We also support other emergency services during major disasters.



## **Support during disasters and recovery**

Our volunteers support communities beyond bushfire response, including during floods and storms, and contribute to recovery activities such as washouts, clean-ups and chainsaw operations. Our members can also be deployed interstate and internationally to support major bushfire events.



OUR

## Operating structure

RFSQ is led by the Chief Officer, Rural Fire Service Queensland, and consists of one directorate, Strategic Capability and four regions.

### **Strategic Capability provides statewide support across:**

- Training and Capability
- Business Performance and Support
- Bushfire Resilience and Operations Support
- Volunteering and Culture

The four regional structures provide operational leadership and coordination across Queensland:

### **Northern Region**

- Tropical Coast District
- Savana District

### **Central Region**

- Wide Bay Burnett District
- Central Queensland District

### **South Western Region**

- Darling Downs District
- Warrego District

### **South Eastern Region**

- Brisbane Valley District
- South East Coast District

RFSQ provides services and support to its volunteer members through regional, district and area offices throughout the state, ensuring operations are coordinated and managed within each region.

# OUR Organisational structure



**QFD brings together frontline emergency services, shared operational capabilities and strategic and corporate functions to protect Queensland communities.**

**Its operating model connects specialist expertise, regional service delivery and enabling capabilities across the department.**



## **RURAL FIRE SERVICE QUEENSLAND**

RFSQ is a community-based volunteer emergency service and the lead service for the control and prevention of bush and grass fires in Queensland. It operates through Strategic Capability and four regions.



## **QUEENSLAND FIRE & RESCUE**

QFR provides fire prevention, preparedness and response services across built and landscape environments, as well as scientific and specialist capabilities. QFR operates through State Capability and four regions.

# OUR Organisational structure (continued)



## STATE OPERATIONS

State Operations provides shared capabilities across QFD's frontline services, with a focus on cooperation and collaboration before, during and after emergencies.



## STRATEGY & CORPORATE SERVICES

Strategy & Corporate Services provides strategic and corporate services to QFD, including Strategy, Asset Services, Finance, Procurement & Levy, Information & Technology, and People & Culture.



## FIRE INSPECTORATE

The current organisational structure identifies the Fire Inspectorate, led by the Chief Fire Officer, as a distinct component of QFD.



## OFFICE OF THE COMMISSIONER

The Office of the Commissioner supports the Commissioner and QFD executive leadership in decision-making and the achievement of key commitments and objectives.

# Profile

Steve Smith was appointed Commissioner of the former QFES on 17 May 2024 and is the Chair of the Queensland Fire Department Executive Leadership Team.

Steve commenced his career in 1994 and progressed through operational and leadership ranks, attaining the role of Assistant Commissioner in 2015. Over his three decade career, Steve has held a diverse range of regional and state level roles, gaining extensive expertise in emergency and crisis management, both within Australia and internationally. Steve has a strong interest in leadership development and building organisational capability.

Steve was the Assistant Commissioner, South Western Region for more than three years before leading QFES People (now known as the People and Culture Directorate) for a similar period. Steve has also acted in all Deputy Commissioner roles, within the former QFES, including extended tenures as Deputy Commissioner of the former Capability and State Services Division and Deputy Commissioner of the then Fire and Rescue Service.

In 2011, Steve was awarded the Australian Fire Service Medal (AFSM) for distinguished service and success in technical rescue with outstanding commitment and drive in enhancing the profile and capability of the Queensland Urban Search and Rescue Taskforce.

Steve holds an Executive Master of Public Administration (EMPA), a Master of Leadership and Management and is a Graduate Member of the Australian Institute of Company Directors. He is particularly passionate about organisational change, leadership influence and understanding the human factors that shape organisational behaviour.



**Steve Smith**

Commissioner  
Queensland Fire Department

# Profile

Kaylene Jones joins us from the Country Fire Authority (CFA) Victoria, where she held the role of Deputy Chief Officer for Operational Performance and Capability.

With more than 19 years of executive and operational leadership, Kaylene is deeply committed to enhancing volunteer engagement and building capability while driving operational excellence in an ever-changing risk environment.

She has successfully led strategic initiatives to improve volunteer recruitment and retention, improve organisational governance, and support effective service delivery. Kaylene has held senior roles with the Victorian Department of Health, Emergency Management Victoria and the NSW State Emergency Service, where she led significant projects such as the NSW SES Fleet Replacement Program and the Victorian Emergency Management Legislation Amendment reforms.

Kaylene is a nationally certified Level 3 Incident Controller who has provided decisive leadership during major disasters, including bushfires, floods, and the COVID-19 pandemic. She played a critical role in establishing the Victorian COVID Response Coordination Directorate and developing the Apartment Rapid Response Program, which directly supported the community to safely isolate, minimising the spread of the virus during the height of the pandemic.

Kaylene has an Executive Master of Public Administration and is dedicated to fostering a culture of continuous improvement, collaboration, and accountability. Her service has earned her the National Emergency Medal for her role in the 2019–2020 Victorian Bushfires and the Australian National Medal for her sustained service in times of disaster.



**Kaylene Jones**

Chief Officer  
Rural Fire Service Queensland



# Role description

## Deputy Chief Officer, Rural Fire Service Queensland

|                                  |                                                                  |
|----------------------------------|------------------------------------------------------------------|
| <b>Role type:</b>                | <b>Full time, 5-year contract</b>                                |
| <b>Division:</b>                 | <b>Rural Fire Service Queensland</b>                             |
| <b>Location:</b>                 | <b>QFD State HQ, Albion / Regional centres across Queensland</b> |
| <b>Reports to:</b>               | <b>Chief Officer, Rural Fire Service Queensland</b>              |
| <b>Total fixed remuneration:</b> | <b>\$286,185-\$296,652*</b>                                      |

*\*(Based on a full-time arrangement, inclusive of 14.25% employer superannuation contributions, annual leave loading and Motor Vehicle Allowance)*

### About us

The Queensland Fire Department (QFD) provides fire prevention, preparedness and response services to fire in the built and landscape environments, as well as scientific and specialist capabilities to Queensland communities. The QFD provides a multi-hazard emergency response, including road crash rescue, bushfire, hazardous material, technical and vertical rescue, severe weather incidents, remote and swiftwater rescue, and provides a number of functions supporting community safety outcomes.

QFD comprises Rural Fire Service Queensland (RFSQ), Queensland Fire and Rescue (QFR), State Operations, and Strategy and Corporate Services. Together, these divisions support Queensland's fire and emergency management capability. This role sits within Rural Fire Service Queensland and contributes to the broader priorities of the Queensland Government and the Queensland public sector.

The QFD is an organisation that is committed to reframing the department's relationship with Aboriginal and Torres Strait Islander peoples, communities, and organisations through activities identified in the QFD Reframing the Relationship Plan, contributing to Closing the Gap outcomes and building our cultural capability.

### Purpose of the role

The immediate opportunity is the Deputy Chief Officer, Strategic Capability, a significant executive leadership role within Rural Fire Service Queensland. The position provides an opportunity to strengthen strategic capability, support future service planning and contribute to the organisation's ability to prepare for, respond to and recover from fire and emergency events.

## Purpose of the role (continued)

As a Deputy Chief Officer, RFSQ, accountable to the Chief Officer, RFSQ, you will lead the planning and delivery of rural fire services. Additionally, as a member of the QFD Senior Leadership Team, you will contribute to the strategic direction of the organisation as a whole and drive key organisational priorities.

You will have full responsibility and delegated accountability for all operational and financial aspects of your Region and will manage all staffing, resources, systems and processes to achieve effective and efficient service delivery, in line with QFD's legislative requirements, the needs and expectations of the community.

## Mandatory operational requirement

Applicants must have relevant experience in at least one of the following areas:

- rural firefighting experience; or
- rural fire incident control expertise; or
- rural fire prevention expertise.

Applicants who do not meet at least one of these requirements will not meet the mandatory operational requirements for the role.

## Your key accountabilities

Your part in the ongoing success of our department, in supporting key frontline services will see you responsible for a variety of work, including, but not limited to:

### Financial

- Lead strategic resource planning processes for your region/division and manage the effective delivery of services through best use of the human, financial and capital resources, ensuring government and corporate objectives are met.

### Stakeholder and outcome

- Develop strategic partnerships and effective relationships with Local Government, Queensland Police Service, emergency services agencies and other State Government agencies, Commonwealth agencies, non-Government organisations and other organisations including volunteer organisations which contribute to the effectiveness of Queensland's disaster management system.
- Establish and maintain close relationships with unions and associations, local industry and community representatives through regular briefings and attendance at forums to promote QFD and its objectives and provide a proactive, comprehensive and effective service which is aligned to stakeholder needs.
- Provide leadership regarding emerging trends in emergency service delivery and public safety to proactively bring insights into the organisation and identify opportunities to improve QFD service delivery and maximise outcomes for the community.
- Represent the interests of QFD and the state of Queensland effectively at public forums, including national forums, which relate to fire and emergency service delivery.
- Provide leadership and drive performance and accountability throughout your region/function to achieve customer measures.

## Internal business

- Command and lead major fire and disaster management responses with the ability to undertake the role of Regional Fire Controller or State Fire Controller.
- Command and drive the development of emergency operational plans, effectively lead responses to emergency situations, including statewide or critical emergency situations, to minimise the loss of life and property and the impact on the community.
- Manage emerging industrial relations, human resource and information technology issues in liaison with key stakeholders.
- Contribute to the development of RFSQ strategic direction and future service planning by developing plans, policies and processes and providing advice and recommendations to the Chief Officer RFSQ based on operational knowledge and forecasting within your region/division.
- Head the implementation of the RFSQ strategic directions through the development of localised strategy and operational plans for your region/function and lead the execution of these plans in line with relevant legislation, government policy, corporate direction and contemporary best practice in fire and emergency service delivery.
- Ensure QFD Senior Executives and the Minister are provided with proactive and detailed advice on a broad range of complex fire and emergency management issues

## Learning and growth

- Provide leadership in the recognition and action of critical risk:
  - Health, safety and wellbeing of staff
  - Administration of finances and assets
  - Legislative compliance
  - Emergency response and continuity plans
- Lead the development and effective utilisation of the large and diverse RFSQ volunteer workforce through effective recruitment, retention, training and engagement.
- Provide leadership in the development of strategies that support organisational and cultural change across RFSQ which keeps QFD and Queensland Government values and the needs of the community at the core of its operations and all decision making in an environment of competing priorities.
- Ensure a highly trained, capable and effective workforce to support the prevention, preparedness, response and recovery phases in an all-hazards environment whilst contributing to the broader objective of improving community resilience.
- Provide high level advice to the Chief Officer RFSQ by monitoring and regularly evaluating, performance and capability to enable a planned approach to continuous improvement and through training and other activities which are aligned to QFD's obligations under the relevant Acts.
- Manage the implementation of broader government reform agendas and department commitments within your region/function in alignment with the whole-of QFD approach.

## Capabilities

### Basis for selection

The position requires a person who will take personal responsibility for serving the government of the day and meeting the needs of Queenslanders. As Deputy Chief Officer, RFSQ you will work towards a system of world class service delivery and public sector management.

## Capabilities (continued)

You will be a member of a flexible, mobile leadership team with the ability to transfer your skills between regions and functions to have an impact across RFSQ and QFD.

You will have extensive experience across the public, private and/or not for profit sector with a strong track record of operational leadership, strategy implementation and service improvement in a large and complex organisation and demonstrated contribution to strategy and policy development.

You will have rural firefighting experience, or rural incident control expertise, or rural fire prevention expertise.

QFD actively encourages productive working relationships, a healthy work-life balance, workplace diversity and innovation. As such you will be committed to implementing a safe, healthy and secure workplace, and flexible work and lifestyle options. You will be expected to embed quality of life principles into your working life and role model behaviours that demonstrate a work-life balance.

To determine your suitability for the role, you will be assessed on the following Leadership Competencies for Queensland behavioural profiles that link to the “key accountabilities” for this role: Leadership Competency Stream – Executive (leading the function).

## Important note on candidate pool and future opportunities

This recruitment process will establish a candidate pool for future Deputy Chief Officer opportunities within Rural Fire Service Queensland, including opportunities based in regional centres across Queensland, that may arise over the next 12 months. The pool will enable QFD to identify and consider candidates whose skills, experience and capabilities align with the requirements of future opportunities.

Candidates in the pool may be contacted directly should a suitable opportunity arise. Placement in the candidate pool does not guarantee an appointment to a future role. Any future appointment will be subject to organisational requirements and the applicable recruitment process.

### Broader leadership opportunities

Future Deputy Chief Officer opportunities within Rural Fire Service Queensland may span strategic, operational and service delivery functions, including regional leadership, operational readiness, incident management, bushfire preparedness, workforce and volunteer capability, and service improvement. These opportunities will suit senior leaders who bring credible rural fire experience, strategic judgement and the ability to lead people, resources and organisational change in complex environments. The candidate pool will support QFD in identifying leadership capability to meet the evolving needs of Rural Fire Service Queensland and the communities it serves.

# Your application for Deputy Chief Officer, Rural Fire Service Queensland

To apply for this role, you will need to provide:

- a cover letter of no more than 2 pages, outlining your motivation and suitability for the role, and
- your resume including qualifications, experience and achievements relevant to the role.

## Important information

The recruitment process may include a criminal history check, pre-employment medical assessment and pre-employment psychological assessment.

The nominated applicant will be required to disclose any serious disciplinary action taken against them in the Queensland public sector and any employment as a lobbyist.

## Your Contact

**Gerard Kerr**

General Manager, Executive Search and Selection  
Kingston Human Capital

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**CLICK HERE  
to apply  
now!**

# Relevant links

Click on the images to learn more about QFD.



## Annual Report 2024-25

For understanding the department's performance, key achievements, financials and governance over the 2023-24 financial year.



## Strategic Plan 2025-29

For insight into the department's priorities, goals and direction for the next four years.

## Recent media statement



## Queensland Fire Department Volunteerism Strategy 2026 - 2030





[www.kingstonhumancapital.com.au](http://www.kingstonhumancapital.com.au)