

## POSITION DESCRIPTION/SPECIFICATION

### 1. POSITION IDENTIFICATION

<b>Title</b>	Manager Community Development and Library Services	<b>Level</b>	Negotiated
<b>Business Unit</b>	Community Development and Library Services	<b>Position Number</b>	00390
<b>Directorate</b>	Planning and Community Development	<b>Date Established</b>	May 2008
<b>Reporting to</b>	Director Planning and Community Development	<b>Date Updated</b>	August 2020

### 2. KEY OBJECTIVES

- Provide strategic leadership and direction to the Community Development and Library Services Business Unit in line with the City's strategic directives and community expectations.
- Manage the operations and service provision of the Community Development and Library Services Business Unit including the business unit plan, budget, performance reporting, service delivery requirements and continuous improvements.
- Ongoing review of service delivery and process improvement across all functions of the Business Unit with a view to enhancing operational efficiency and improving customer service and satisfaction.
- Apply effective people, project, program and contract management to ensure adequate and timely application of resources, ensuring that all activities and services meet City and community expectations in terms of delivery, satisfaction and budget.
- Provide effective leadership to business unit employees and a work environment that is conducive to employee involvement, effectiveness, safety and well-being.
- Provide advice, responses, decision making and representation which demonstrates an effective public relations effort.

### 3. KEY ACCOUNTABILITIES

- Outcomes and services meet the strategic objectives of the organisation and expectations of the community.
- Business Unit performance complies with agreed corporate and Business Unit performance indicators.
- Delivery of services, projects and programs within timeframes, budgets and to business requirements (including City protocols).
- The strategic alignment of Business Unit deliverables with Directorate, Corporate and Strategic Plans.

- Maintain a healthy culture of teamwork, proactive leadership and employee accountability, ensuring the Business Unit complies with all City and statutory governance requirements.
- Successfully implement programs and initiatives.

#### 4. KEY ACTIVITIES

##### ACTIVITIES

###### **Outcome: Leadership**

- Provide employees with a sense of direction and generate a shared sense of purpose.
- Develop and set direction for the City in relation to community development and library services outcomes that meet customer expectations within resource allocations, including evaluation, monitoring and review of services.
- Reinforce and align the business unit with the City's overall strategy and direction.
- Develop, implement and monitor relevant strategic and operational plans.
- Demonstrate self-awareness, reflection and accept responsibility for own performance.
- Demonstrate knowledge of continuous improvement, change management and how it affects employees.
- Contribute to the Executive Leadership Team and Directorate management groups.

###### **Outcome: Management**

- Monitor and manage the business unit ensure that all responsibilities, functions and programs are performed and executed in a professional, efficient and timely manner.
- Provide regular performance reports to the Director, Executive and Chief Executive Officer.
- Assist the Director Planning and Community Development in providing strategic advice and direction relating to the business unit.
- Preparation of reports, memos and written responses to a range of stakeholders.
- Develop and implement the Business Unit Plan.
- Develop and maintain financial budgets (operational and capital).
- Incorporate appropriate data and analytics into the decision-making processes of the business unit.
- Monitor and ensure the provision of accurate, concise and timely advice in relation to all matters for which the business unit is responsible for, and appropriate to the business contexts.
- Monitor and take steps to ensure business unit processes are documented and maintained in accordance with City Protocols and Procedures and principles of good knowledge management.
- Identify improvement areas and resolve barriers to effective delivery.
- Continually improve the quality of service and operating systems of the business unit.

###### **Outcome: Service Provision/Delivery**

- Consider the City's strategic direction in day to day activities.
- Take ownership for resolving community and stakeholder concerns.
- Monitor and take appropriate action to ensure the business unit delivers reliable and quality service outcomes within agreed timeframes and budgets.
- Monitor the provision of customer service, communication and engagement, ensuring that this remains innovative, contemporary and relevant.
- Develop and maintain appropriate communication channels for employees, clients and relevant stakeholders.
- Evaluate customer research, market conditions, other Local Government initiatives or other information to identify potential improvements to services or process, or to respond to change.

- Undertake or initiate continuous improvement of the Business Unit's services and processes.

**Outcome: People Management**

- Demonstrate leadership, guidance, coaching and appropriate role-modelling to employees of the business unit in teamwork, organisational culture, accountability and employee professional development.
- Facilitate an open exchange of ideas and information among team members.
- Collaborate across business unit boundaries and find common ground with a widening range of stakeholders.
- Monitor to ensure knowledge and skill sets of employees align with business requirements.
- Ensure organisational performance appraisal systems are implemented.
- Ensure Occupational Safety and Health and wellbeing requirements are met.
- Manage as appropriate the full range of employee issues in consultation with Human Resources.
- Actively promote the City's commitment to diversity and inclusion.
- Ensure all Human Resource practices comply with City and legislative requirements and principles of EEO.

**Outcome: Project, Program and Contract Management**

- Undertake project and contract management of City projects and programs.
- Manage the efficient operation of contracts pertaining to the business unit.
- Plan and manage the effective implementation of projects and programs, applying project management methodologies to enable the meeting of deadlines, budgets and project expectations/deliverables/outcomes.
- Develop and implement strategies, programs and communication that enable the business unit to effectively respond to change, and prioritise change activities.
- Report to the Chief Executive Officer, Executive Leadership Team and Director Planning and Community Development as required on all aspects of operations, programs, projects and initiatives including progress, status, variations, decisions, risks and critical issues.
- Contract management of City projects and programs as required.
- Manage the efficient operation of contracts pertaining to the Business Unit

**Outcome: Public Relations**

- Ensure that the decision-making processes are transparent and in accordance with legislative requirements, in relation to the business unit's interface with the public.
- Arrange City representation for relevant matters at industry forums.
- Manage politically sensitive issues.
- Represent the City in matters relating to community development and library services matters.
- Attend Council meetings as requested by Chief Executive Officer or Director Planning and Community Development.

**5. WORK RELATED REQUIREMENTS / SELECTION CRITERIA**

**Essential Skills, Knowledge, Experience and Qualifications:**

**Skills:**

- Highly developed skills in:
  - The delivery of community development services and programs.
  - Strategy development, implementation and review.

- Leading and managing a large multi-disciplinary team of employees, including facilitating and communicating continuous improvement.
- Highly developed written communications skills with the ability to:
  - Prepare accurate, concise and well understood responses to enquiries from Elected Members, the community, government, authorities/agencies and any other stakeholders.
  - Prepare accurate, concise and well-researched Council reports.
  - Prepare well researched grant funding applications and grant acquittal reports.
- Highly developed interpersonal, negotiation and customer service skills.

**Knowledge:**

- Comprehensive knowledge and application of the following, with an emphasis on community development:
  - Evaluating and measuring outputs, outcomes and social impact.
  - Project management methodologies.
  - Business and strategic development practices.
  - Operational management practices.
- Comprehensive knowledge of the management of multiple strategic programs that impact on the community and stakeholders.
- High level of knowledge of community development services, trends and practices.

**Experience:**

- Extensive experience in:
  - Managing multiple programs and services that impact on the community and stakeholders
  - Leading and managing people and projects
  - Developing and monitoring of budgets
  - Managing contracts
  - Measuring and reporting on performance
  - Leading a multi-disciplinary team.

**Qualifications/Clearances:**

- Tertiary qualification in a relevant field or discipline such as business management/administration, social sciences; humanities, arts, or library and information services or equivalent relevant experience.
- Satisfactory National Police Certificate (NPC) within last 3 months or appointment to position subject to ability to obtain satisfactory NPC.
- Current WA 'C' Class Driver's Licence.

**6. EXTENT OF AUTHORITY**

- Manages and able to implement change within the Community Development and Library Services Business Unit, within broad guidelines and policy direction from the Director Planning and Community Development, and within identified organisational goals and constraints.
- This position is required to undertake work of a significant scope, high level business planning, contribution to organisational planning and business unit leadership.
- This position makes recommendations on:
  - Business Unit budget
  - Corporate information management solutions and strategy

- Resource requirements including employees, business unit structure, technology and equipment
- Systems and procedures that impact on the provision of effective service
- Business Unit’s interaction with other City operations and activities
- Other strategies of City/Council
- Exercises control of a range of organisational elements and accountable for the quality, effectiveness, compliance, cost and timeliness of programs, services and projects under their control. This includes compliance with applicable legislation, decisions and directives, and providing direction to employees and Managers, Directors and CEO (on areas of expertise).
- High level problem solving and analysis to deal with matters of a complex and diverse nature and exercises professional judgement when solving problems and/or making recommendations. Solutions to problems require an analytical approach and elements of development and creativity within the scope of relevant policies and policy direction.
- Makes independent decisions in all facets of the business unit including staffing (within budget and FTE), strategy, processes and budget within organisational guidelines. Decisions and actions can have a significant effect on the projects, programs and business unit.
- Decisions require the amalgam of a breadth of knowledge, experience, judgment, initiative and critical thinking, often without clearly established guidelines or procedures.
- The position exerts influence in wide range of areas including but not limited to policy and strategy within area of expertise, Business Unit operations, processes, systems and services, directorate plan and budget, employee development and performance.

## **7. WORKING RELATIONSHIPS**

### **Level of Supervision:**

- Works under the broad direction of the Director Planning and Community Development.

### **Internal:**

- CEO
- Directors
- Managers
- All business unit officers
- Other City employees
- Elected Members

### **External:**

- Local community, ratepayers and general public
- Various community organisations
- Contractors
- Government Authorities/Agencies (Federal, State and Local)
- Fellow professionals
- Members of Federal and State Parliament
- Inter-agency networks and industry/ sector organisations

## **8. POSITION DIMENSIONS**

NUMBER OF EMPLOYEES DIRECTLY REPORTING TO POSITION	5
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