

|                              |   |
|------------------------------|---|
| <b>POSITION TITLE:</b>       | <b>MANAGER COMMUNITY WELLBEING &amp; PARTNERSHIPS</b>       |
| <b>AWARD CLASSIFICATION:</b> | Victorian Local Authorities Award, 2001                     |
| <b>BAND:</b>                 | Senior Executive Officer contract (salary to be negotiated) |
| <b>DEPARTMENT:</b>           | Corporate & Community Services                              |
| <b>LOCATION:</b>             | Beaufort Council Office                                     |
| <b>INCUMBENT:</b>            | Vacant  |
| <b>TERM OF TENURE:</b>       | Permanent Full-time - Ongoing                               |
| <b>START DATE:</b>           |   |
| <b>COMPLETION DATE:</b>      | Ongoing position  |
| <b>APPROVED DATE:</b>        |   |
| <b>REVIEWED DATE:</b>        | December 2024   |
| <b>PREPARED BY:</b>          | Kathy Bramwell, Director Corporate & Community Services     |

**COUNCIL VISION:** Sustainable and welcoming places and natural environments that create inclusive, happy, healthy, and connected communities

**MISSION:** The role Pyrenees Shire Council will take to achieve our vision is to:

- Motivate and inspire community involvement
- Provide transparency and accountability
- Use resources efficiently and effectively

**VALUES:**

**Service** Our citizens, community and service users are the focus of all our actions

**Accountability** We are responsible for our actions, which are open for review

**Innovation** We encourage and seek new ideas in finding solutions

**Teamwork** We share our skills, knowledge and experience as part of a team and work together towards achieving Council's goals

**Recognition** We promote the achievements and efforts of others

**Safety** We look after our environment and the welfare of others

**Integrity** We are open and honest and work to the best of our ability

**Respect** We acknowledge the opinions of others and their rights and differences

**The Pyrenees Shire Council is an equal opportunity employer**

## ORGANISATIONAL RELATIONSHIPS:

|                   |   |  |
|-------------------|---|--|
| Reports to:       | Director Corporate & Community Services   |  |
| Supervises:       | Team Leader Early Years Services, Team Leader Community Development, Team Leader Libraries & Resource Centres, Disaster Recovery Coordinator, Community Wellbeing Administration Officer  |  |
|                   | Functions under control include:  |  |
|                   | <ul style="list-style-type: none"> <li>• Early Years Services: Maternal &amp; Child Health, Supported Playgroups</li> <li>• Community Development: Recreation, Community Wellbeing, Grants &amp; Community Support, Positive Ageing, Community Engagement, Diversity &amp; Inclusion, Arts &amp; Culture.</li> <li>• Libraries and Resource Centres</li> <li>• Community Engagement</li> <li>• Municipal Emergency Relief &amp; Recovery</li> </ul> |  |
| Internal Liaison: | All Councillors and Council staff. Member of the Senior Leadership Team. Member of the Corporate & Community Services Management Team. Acts and leads as Municipal Recovery Manager (MRM).  |  |
| External Liaison: | Community and general public, suppliers, Municipal Association of Victoria (MAV), Sub-regional and regional / state-wide organisations and agencies, State and Federal Departments.   | Represent Council in negotiations with stakeholders, including government agencies, to achieve strategic outcomes for Council.<br><br>Represent Council in appropriate networks, seminars and disseminate information. |

## 1. POSITION OVERVIEW:

This role is a senior management position at the Pyrenees Shire Council, playing an integral part of the Senior Leadership Team and reporting to the Director Corporate & Community Services.

The position is community focused, supporting the implementation of the Council across the built, social, economic and natural environments to enhance individual and community wellbeing.

The key focus of the team is on community health & wellbeing in its many forms and the role leads the specific areas of responsibility relating to strategic community planning, recreation, arts & culture, funding / community grants, youth and family services, community engagement, diversity & inclusion, and active living and ageing initiatives. The team also supports the organisation with its community engagement activities and the libraries / resource centres play an active part of supporting community and organisation all of these functions.

This role also has a key function in municipal emergency relief and recovery activities, acting as Council's Municipal Recovery Manager (MRM) providing support to municipal emergency recovery planning and delivery activities to fulfil Council's obligations under the Emergency Management Act 2013.

## 2. POSITION KEY SELECTION CRITERIA

### 2.1 Essential

- a) Qualifications and/or extensive experience in a discipline / role related to community-focused services, development, and/or support.
- b) Experience in funding submission development and demonstrated success in outcomes.
- c) Demonstrated experience in the building, establishing, fostering and maintain of partnerships within the community.

- d) Demonstrated ability to think strategically and contribute to the corporate leadership of Council.
- e) Demonstrated experience in management of projects meeting cost, timeline and agreement compliance obligations.
- f) Proven experience in successfully initiating and leading organisational change.
- g) Sound capabilities in the development and implementation of processes and systems that support and underpin a successful local government organisation.

## **2.2 Desirable or highly regarded**

- a) Relevant experience in a local government setting.
- b) Experience in emergency management response, relief and/or recovery roles would be highly regarded.
- c) Experience in the management of community resource centres and/or libraries would be highly regarded.
- d) Current drivers' licence or appropriate ability to travel between sites when required.

## **3. KEY RESPONSIBILITIES & DUTIES:**

### **2.1 Position Responsibilities**

#### **2.1.1 Strategic Leadership and Planning**

- a) Ensure all members of the business unit understand Council priorities and how their roles are aligned with and help deliver the Council Plan.
- b) Encourage and support the development and performance of staff, ensuring a high level of collaboration and a focus on exemplary customer service.
- c) Lead the strategic planning and partnership development needed to deliver community-focused programs and services that maintain and improve the health, wellbeing, inclusion and creativity of our community.
- d) Foster and support a customer-focused organisational approach to community engagement.
- e) Actively participate as a member of the Senior Leadership Team and contribute to the development and delivery of the Council Plan.

#### **2.1.2 Libraries and Resource Centres**

- a) Ensure the delivery of appropriate cost-effective library and visitor information services to our communities.
- b) Facilitate the use of resource centres to support programs and activities that improves the health, wellbeing, and connections of our communities.
- c) Oversee the effective management and bookings of venues for public use.

#### **2.1.3 Recreation, Arts and Culture**

- d) Facilitate and oversee the development of programs that support equitable recreation, arts & culture activities and facilities throughout our communities.
- e) Ensure appropriate support is provided to community committees of management, Council's community asset committees, community-based clubs, and volunteerism.
- f) Support the organisation in identifying external grants or funding opportunities to facilitate improvements to community services, assets, facilities or infrastructure.

#### **2.1.4 Community Health and Wellbeing**

- a) Facilitate and oversee the development and implementation of the Municipal Health & Wellbeing Plan, including sub-sections relating to early years development, youth engagement, and positive ageing.
- b) Lead the development and implementation of strategies and actions to implement the Council Plan strategic priorities relating to arts & culture, recreation, and diversity, inclusion and accessibility.
- c) Ensure the appropriate delivery of Council's community funding and grant programs.

### 2.1.5 Community Development and Support

- a) Oversee and facilitate programs that support the development of the community and its leaders including: community strategic priorities planning and administering Council's community grant programs.

### 2.1.5 Community Engagement

- a) Lead and support the senior leadership team in the development and implementation of a community engagement framework and strategy that facilitates growth in organisational ability and skills in this regard.
- b) Lead and support the team and organisation in building, establishing, fostering, and maintaining partnerships that support the health, wellbeing, and connectivity of our communities.

### 2.1.6 Emergency Relief and Recovery

- a) Act as Council's Municipal Recovery Manager in leading and coordinating Council's role in emergency / disaster relief and recovery activities in collaboration with external official emergency response agencies.
- b) Collaboratively work with Council's Municipal Emergency Management Officer and Emergency Management Team, and the Municipal Emergency Management Planning Committee, to develop and implement appropriate strategies and plans to meet Council's obligations under the Emergency Management Act including:
  - i. Leading the Municipal Recovery Committee,
  - ii. Strategic planning and partnership development to meet the requirements of the Municipal Emergency Recovery Plan.
- c) Participate in the Emergency Management on-call arrangements outside of normal working hours.

## 2.2 Financial Responsibilities and Delegated Authority *[delete if not applicable]*

- a) This position has delegations in accordance with the Local Government Act. Responsibilities must be exercised in accordance with Council's Delegations of Authority.
- b) This position has financial delegations and is subject to procurement and use of those financial delegations in accordance with Council's Procurement Policy and Framework.
- c) This position has responsibility for the development and maintenance of the business unit budget with a key focus on cost constraint.
- d) This position has responsibility for the preparation and management of project budgets and funding applications / acquittals.

## 2.3 Corporate Responsibilities

- a) Comply with Council policies and procedures that are relevant to the position, including compliance with legislative obligations and behavioural expectations relating to equality, non-discrimination, anti-bullying, privacy, and Council's Codes of Conduct.
- b) Efficient and effective utilisation of Council's resources, including the reporting of property damage, theft, or other losses immediately.
- c) All staff shall create full and accurate records of work-related decisions and activities; and save these records into the corporate electronic document management system in accordance with Council's Records or Information Management Policies.

## 2.4 Child Safe Standards

- a) Pyrenees Shire Council is committed to providing an environment that protects the safety and wellbeing of children and young people; where children and young people are respected, listened to, valued, and encouraged to reach their full potential.
- b) All staff must adhere to Council's Child Safety & Wellbeing Policy and Framework and ensure that any reasonable suspicion of abuse or serious neglect to children or young people is reported.

## 2.5 Risk Management and Health Safety & Wellbeing

All employees must:

- a) Take reasonable care for their own health, safety, and wellbeing; and for the health, safety, and wellbeing of anyone else who may be affected by their acts or omissions in the workplace.
- b) Cooperate and abide with all safe working procedures developed by the Pyrenees Shire Council and any other action taken by Council to comply with relevant occupational health & safety legislation or regulation.
- c) Actively participate in the identification and documentation of workplace hazards, and the development of safe working procedures.
- d) Actively encourage other employees to work safely.
- e) Ensure Council's risk management and OHS policies and procedures are observed and complied with at a personal level.
- f) Understand, apply, and encourage others to observe Council's risk management and OHS policies and related procedures.
- g) Ensure the physical security of all property, equipment, and buildings within your area of control or influence.
- h) Report any incident resulting in personal injury immediately.
- i) Actively reduce Council's risk exposure by reporting any issue that may result in an insurance claim (or lead to potential future injury or loss) including incidents, security issues, and all safety hazards and near misses.

## 4. ACCOUNTABILITY AND EXTENT OF AUTHORITY

- a) Accountable to the Director Corporate & Community Services for the efficient and effective operation of a customer-focused Community Wellbeing & Connection business unit within the scope of available resources and appropriate delegations.
- b) Accountable for the achievement of specific actions, tasks and performance indicators as assigned in the Council Plan, Council strategies or plans, and individual performance / work plans.
- c) Empowered to take reasonable actions required to ensure the provision of a safe workplace and fulfil OHS responsibilities within areas of responsibility.
- d) Accountable for ensuring that policies and procedures developed by the business unit are fully implemented across the organisation and readily available when needed.
- e) Responsible for managing relevant financial and contractual responsibilities, in line with financial delegations and budget constraints.
- f) Responsible for adopting a proactive risk management approach to all relevant Council activities and ensuring that risks are identified, quantified, and controlled.
- g) In collaboration with the Senior Leadership Team, accountable for delivery of the Council Plan.
- h) Accountable for creating and maintaining an environment where staff are encouraged to contribute to the development of a productive and rewarding organisation.

## 5. JUDGEMENT AND DECISION-MAKING

- a) Requires a high level of knowledge/expertise in the areas of responsibility and the ability to guide others.
- b) Ability to monitor projects to ensure outcomes are achieved within the context of project management frameworks and funding compliance requirements.
- c) Ability to investigate and analyse a full range of options to recommend and develop appropriate policies, strategies, and action plans.
- d) Ability to represent Council and the community in relationships with business, government and other organisations and community groups.
- e) Ability to identify opportunities for improvement of the organisation and community benefit and actively promote these with the senior leadership team.

## 6. INTERPERSONAL SKILLS

- a) Sound leadership and influencing skills with a high focus on collaboration and collegial working.
- b) Highly developed conflict resolution skills.
- c) Ability to work with directors and managers in developing an environment that motivates and supports people to achieve higher levels of performance.
- d) Ability to relate effectively with community, councillors, all staff, and other levels of government.
- e) Project management capability.
- f) Performance management capability and a commitment to continuous improvement.
- g) Highly developed communication and interpersonal skills.

## 7. MANAGEMENT SKILLS

- a) Strong skills in management of self and others including an ability to manage multiple demands, set priorities and achieve timelines.
- b) Ability to embrace, lead, and implement change.
- c) Well-developed strategic planning skills.
- d) Ability to think and plan strategically and analytically.
- e) Conflict resolution skills.
- f) Proven ability in negotiation and influencing others.
- g) Well-developed skills in time management, project, and program management, and setting priorities.

## 8. SPECIALIST KNOWLEDGE AND SKILLS

- a) Strong conceptual and working knowledge of community development and engagement principles and practices.
- b) Well-developed strategic planning skills in a community-focused environment.
- c) Clear and focused problem-solving and decision-making skills, enabling quick and accurate resolution of issues faced by Council.
- d) Understanding of issues related to Council's role in emergency or disaster management.
- e) High level ability to influence others.
- f) Proven experience in working in collaboration with stakeholders and business partners.
- g) High-level analytical, research, and report-writing skills.



h) Familiarity with the principles and practices of budget development and maintenance.

## 9. QUALIFICATIONS AND EXPERIENCE

- a) Significant experience in a relevant community development or service discipline.
- b) Experience in funding submission development and demonstrated success in outcomes.
- c) Significant experience at a management level including staff and budgetary responsibilities.
- d) Experience in a planning and policy development role.
- e) Understanding of local government and the environment within which it operates.

## 10. AUTHORISATION

The following signatures are required to indicate understanding, agreement, and approval of the position description.

This position description is current at the date of issue and is subject to review at least annually, in collaboration with the employee.

**Employee signature:**

\_\_\_\_\_

**Employee name:**

**Date:**

**Supervisor  
signature:**

\_\_\_\_\_

**Supervisor name:**

*Kathy Bramwell*

**Date:**

**CEO signature:**

\_\_\_\_\_

*Jim Nolan*

**Date:**

**Manager People &  
Culture signature:**

\_\_\_\_\_

*Norman Prueter*

**Date:**

## 1. APPENDIX A: REQUIRED COMPETENCIES

The Pyrenees Shire Council's Capabilities Framework defines the core skills and abilities of the position in the organisation to achieve excellence and success, and to deliver its Council Plan and strategic priorities:

| LEVEL 3 – SENIOR LEADERSHIP TEAM (includes all expectations from Level 1 and 2 plus Level 3) |   |  |
|--|---|--|
| Competencies   | Expectations  | Behaviours   |
| Live PSC's Mission, Vision and Values  | Be reflective and connect the purpose and practice of your work to the work of PSC. Link everything you do to the PSC's Mission, Vision and Values.   | <ul style="list-style-type: none"> <li>• Understand, articulate and give expression to PSC's Mission, Vision and Values to others.</li> <li>• Take pride in being trustworthy.</li> <li>• Represent PSC's highest standards through respectful and ethical expression of the Council's Mission and the shaping of a hope-filled future.</li> <li>• Deal with others in an open, honest and respectful manner that fosters trust.</li> </ul>  |
|  | Understand the organisational direction, and PSC's Mission, Vision and Values, and translate this effectively into outcomes and work for the team.  | <ul style="list-style-type: none"> <li>• Confidently represent and give proper expression to PSC's Mission, Vision and Values.</li> <li>• Create for all team members an understanding of the links between PSC's Mission, Vision and Values and the work of the team. Provide ongoing advice and feedback and make it a topic of conversation at team meetings.</li> <li>• Encourage understanding of and commitment to PSC's Mission, Vision and Values in others. Recognise and reward individual and team behaviour aligned to the Mission, Vision and Values.</li> <li>• Convey compassion and honesty in difficult situations, displaying balance and judgment.</li> </ul> |
|  | Show courage, compassion, empathy and graciousness in all stakeholder dealings and communications, both internally and externally.  | <ul style="list-style-type: none"> <li>• Challenge others to meet PSC's standards of behaviour and call out inappropriate activity.</li> <li>• Be honest with others even when there is personal cost or risk.</li> <li>• Constantly model behaviour aligned to PSC's Mission, Vision and Values.</li> <li>• Continually help others understand and relate to PSC's Mission, Vision and Values.</li> </ul>   |
| Apply commercial acumen  | Take action and complete tasks in compliance with your delegation of authority. Understand the context in which you carry out your day-to-day work and the contribution you make to the broader organisation. | <ul style="list-style-type: none"> <li>• Show understanding of how resources (time, materials, staffing, etc) link to outcomes. Work to achieve budget or control costs.</li> <li>• Establish methods for staying in tune with industry trends.</li> <li>• Understand the wider environment in which PSC operates by keeping up-to date with new developments.</li> <li>• Be aware of the commercial aspects of PSC; including stakeholders, services and funding that contribute to the financial sustainability of PSC.</li> </ul>   |



| <b>LEVEL 3 – SENIOR LEADERSHIP TEAM (includes all expectations from Level 1 and 2 plus Level 3)</b> |  |  |
|---|--|--|
| <b>Competencies</b>   | <b>Expectations</b>  | <b>Behaviours</b>  |
|   | Analyse and interpret information and use this information to make decisions.  | <ul style="list-style-type: none"> <li>Actively develop a wide range of sector contacts to regularly conduct benchmarking activities and identify continuous improvement opportunities for PSC.</li> <li>Understand the challenges and opportunities of PSC and proactively investigate and develop options that improve performance by doing things that may be unique, leading-edge or new to PSC.</li> <li>Be willing to think beyond your own role by integrating knowledge across different areas of the organisation and adopt broader thinking about how your work contributes to the core business of PSC.</li> <li>Know the bigger picture in which you operate by understanding the history, Mission, identity, Values, organisational structure.</li> </ul> |
|   | Formulate mid-term and long-term strategies that improve commercial sustainability of every organisational area. Make effective business decisions that are evidence-based and informed by industry and financial reality. | <ul style="list-style-type: none"> <li>Use knowledge of environment to suggest new services that generate new revenue or commercial opportunities for PSC.</li> <li>Identify ways to use resources flexibly and innovatively to maximise benefit to PSC.</li> <li>Be able to perceive where PSC needs to go (strategic direction) and then work backwards to connect how what you do (job purpose) supports the bigger picture (strategy).</li> <li>Consistently demonstrate strategic, integrated systems thinking and acting by perceiving and building linkages across work areas.</li> </ul>   |
| Adapt to and lead change  | Understand that PSC needs to make changes and maintain effectiveness when experiencing change.   | <ul style="list-style-type: none"> <li>Think positively and remain open-minded even when faced with obstacles.</li> <li>Be resilient and flexible in approach to work.</li> <li>Think creatively when implementing change initiatives in the context of your work.</li> <li>Listen to the changes proposed, provide feedback and contribute to new solutions.</li> </ul>   |
|   | Adapt working practices for self and team in time of change for easy adoption and acceptance.  | <ul style="list-style-type: none"> <li>Proactively consider the impact of change on people and their personal circumstances and ensure this is addressed in your actions and communications.</li> <li>Communicate with clarity in order to reduce ambiguity and to create clear direction in times of change.</li> <li>Cascade the impact of change initiatives into working practices and processes for the staff in a work unit/directorate/faculty or location.</li> <li>Use a range of techniques including group brainstorming to generate creative solutions to the change challenges.</li> </ul>  |
|   | Motivate others to accept organisation wide changes that are being initiated and establish plans to ensure change management initiatives are successful and achieve the desired outcomes.                                  | <ul style="list-style-type: none"> <li>Encourage others to be flexible and understand the impact and benefits of change.</li> <li>Be enthusiastic and energetic about potential changes. Clearly present the business case for change.</li> <li>Anticipate and take actions to address the emotional impact of change.</li> <li>Challenge the status quo; do not be constrained by routine and the way things have always been done.</li> </ul>  |
| Deliver stakeholder centric service   | Carry out personal actions and tasks with a stakeholder focus and community outcomes in mind.  | <ul style="list-style-type: none"> <li>Respond to requests for service in a timely and thorough manner.</li> <li>Do what is appropriate to ensure stakeholder expectations are met.</li> <li>Prioritise stakeholder needs.</li> <li>Follow up to evaluate stakeholder satisfaction.</li> </ul>   |

| <b>LEVEL 3 – SENIOR LEADERSHIP TEAM (includes all expectations from Level 1 and 2 plus Level 3)</b> |  |  |
|---|--|--|
| <b>Competencies</b>   | <b>Expectations</b>  | <b>Behaviours</b>  |
|   | <p>Plan and direct team activities on a daily basis with stakeholder impact in mind, community focus at the core and achievement of strategic objectives as the outcome.</p> <p>Create and disseminate mid-term and long-term organisation initiatives with clearly outlined impacts to stakeholders; promote stakeholder focus within own organisational area and establish mechanisms that ensure stakeholder feedback is gathered and used.</p> | <ul style="list-style-type: none"> <li>• Take measured and judicious risks to serve the interests of stakeholders.</li> <li>• Bring appropriate people together as a team to address service initiatives and challenges in an efficient and effective manner.</li> <li>• Demonstrate service excellence in day-to-day work.</li> <li>• Promote service excellence behaviour and reward staff who exhibit this behaviour.</li> <li>• Actively seek out firsthand service feedback, even in difficult situations, and use it to make improvements in services.</li> <li>• Establish and maintain relationships with stakeholders and foster trust and respect.</li> <li>• Create programs to help the organisation serve stakeholders more effectively.</li> <li>• Make service excellence part of the culture for those with whom we work.</li> </ul> |
| Collaborate effectively   | Cooperate and collaborate with others to achieve individual and team goals   | <ul style="list-style-type: none"> <li>• Demonstrate high levels of personal engagement and inclusiveness amongst peers.</li> <li>• Be visible and accessible to colleagues; communicate openly and widely to share information and knowledge.</li> <li>• Be a team player; share information and see the benefits of working as a team.</li> <li>• Keep others informed and up to date about what is happening.</li> </ul>  |
|   | Work with others to build the conditions for team effectiveness.   | <ul style="list-style-type: none"> <li>• Create strong morale and spirit amongst own team by working to remove barriers to collaboration.</li> <li>• Define success in terms of the whole team and support stages of team growth and maturity.</li> <li>• Recognise and reward the contribution of others.</li> <li>• Ask others for their views and opinions when making decisions and plans.</li> </ul>  |
|   | Creatively build linkages to coordinate effort and action in pursuit of efficiencies and economies of scale between organisational areas within PSC.   | <ul style="list-style-type: none"> <li>• Balance leadership of own area with the wider organisational agenda to achieve successful outcomes.</li> <li>• Forge connections and maintain effective relationships across the organisation.</li> <li>• Support and foster organisation-wide initiatives.</li> <li>• Enable collaboration and cross-functional teams to achieve organisational area priorities.</li> </ul>  |
| Communicate with impact   | Communicate clearly based on facts and logic; listen and respond appropriately to others.  | <ul style="list-style-type: none"> <li>• Provide accurate and timely information in the right amounts to others to support their work.</li> <li>• Convey facts, concepts and technical information clearly and concisely, using terms that most people can understand.</li> <li>• Pay attention and listen to others, taking time to build rapport.</li> <li>• Demonstrate respect for others and how they are feeling.</li> </ul>   |

| <b>LEVEL 3 – SENIOR LEADERSHIP TEAM (includes all expectations from Level 1 and 2 plus Level 3)</b> |  |  |
|---|--|--|
| <b>Competencies</b>   | <b>Expectations</b>  | <b>Behaviours</b>  |
|   | Tailor communication approach to the audience or situation; win support from others to create a positive impact and successful outcomes.   | <ul style="list-style-type: none"> <li>• Seek to understand the perspectives of others.</li> <li>• Listen to and be sensitive towards others’ motives, concerns, interests and views; adapt communication style, language and context accordingly.</li> <li>• Have awareness of and relate to people from diverse backgrounds.</li> <li>• Provide the information that people need to do their jobs and feel good about being a member of the team/ organisational area.</li> </ul>  |
|   | Influence others, including high-level stakeholders, using appropriate communication strategies to further organisational area needs while achieving win-win outcomes.   | <ul style="list-style-type: none"> <li>• Respond appropriately to feedback in real-time; be able to “think on your feet” when seeking to influence others.</li> <li>• Utilise various means and methods of communication to ensure messages effectively reach intended parties across the organisation.</li> <li>• Take into account people’s different styles and personalities, and their unspoken thoughts and feelings.</li> <li>• Be aware of and responsive to the emotional states and responses of others.</li> </ul>  |
| Coach and develop   | Take responsibility for one’s own personal growth and skill development and actively seek out opportunities for learning and self-improvement.   | <ul style="list-style-type: none"> <li>• Be personally committed to and actively work to continuously improve yourself.</li> <li>• Understand that different situations and levels may call for different skills and approaches.</li> <li>• Work to deploy strengths and compensate for weaknesses and limitations.</li> <li>• Seek out opportunities for personal growth and development.</li> </ul>  |
|   | Actively coach direct reports and others within the organisation and conduct regular career development discussions.   | <ul style="list-style-type: none"> <li>• Have regular development conversations and set clear performance and development goals.</li> <li>• Assist in unblocking barriers to development.</li> <li>• Celebrate success, openly recognise individual and team achievement and give credit where credit is due.</li> <li>• Delegate tasks and decisions without deferring responsibility.</li> </ul>   |
|   | Create an environment within the organisational area that promotes development and learning.   | <ul style="list-style-type: none"> <li>• Model your own commitment to development by sharing your development objectives with peers and teams.</li> <li>• Actively orchestrate learning opportunities for staff by establishing processes that promote learning from each other, both within and across departments.</li> <li>• Undertake functional succession planning. Look for candidates to promote internally.</li> <li>• Empower the team by giving real ownership for delegated activities.</li> </ul>   |
| Be responsible and accountable for achieving excellence   | Be Mission-aligned and responsible for delivering results through self-examination, perseverance, adhering to regulatory obligations and applying policies and procedures that inform the legal and risk responsibilities of one’s role. | <ul style="list-style-type: none"> <li>• Maintain the practice of self-reflection and renewal; examining and nourishing self upon the core values of the Mission, Vision and Values of PSC.</li> <li>• Be accountable to identify and connect legal and risk responsibilities back to your role and know where to find the relevant policies and procedures, particularly the PSC Code of Conduct.</li> <li>• Fulfil all commitments made to peers, co-workers, supervisors and customers; take personal responsibility and accountability of your work and seeing efforts through to completion. Be honest about mistakes.</li> <li>• Persist with assigned roles and tasks until completion, while seeking support when required.</li> </ul> |

| <b>LEVEL 3 – SENIOR LEADERSHIP TEAM (includes all expectations from Level 1 and 2 plus Level 3)</b> |  |  |
|---|--|--|
| <b>Competencies</b>   | <b>Expectations</b>  | <b>Behaviours</b>  |
|   | <p>Understand the purpose of PSC governance policies and procedures and be confident to take ownership of issues to manage risk actively in the best interests of PSC; act to make incremental improvements.</p> | <ul style="list-style-type: none"> <li>• Act in the interests of PSC by knowing the limits of your own legal and risk knowledge and by knowing when to escalate issues to your manager or subject matter experts for high-level decision-making.</li> <li>• Be confident to take ownership of issues that have potential legal and/or risk implications and know who to go to for information and support to work the issue through.</li> <li>• Take action to improve performance without being directed to do so.</li> <li>• Always look for new and better ways to do things.</li> </ul>  |
|   | <p>Set and work towards outlines/ agreed goals. Understand and apply the language and terminology of legal risk and authority to skilfully manage issues through to resolution on behalf of PSC.</p>             | <ul style="list-style-type: none"> <li>• Be bold in expressing your opinions and be able to stand alone to champion an idea or business case.</li> <li>• Understand and apply the language and terminology of governance to confidently and appropriately identify, label and manage issues and consequences at the local level to see an issue through to resolution.</li> <li>• Set stretch goals/targets (challenging but achievable) with relevant metrics for self and others; work hard to meet them.</li> <li>• Defy inaction and conventional wisdom to make change happen</li> </ul>  |
| Know PSC work processes and systems   | <p>Confidently use PSC's processes and systems to efficiently carry out day-to-day work.</p>   | <ul style="list-style-type: none"> <li>• Demonstrate use of core office applications and other technologies in use in your field of work; ensure the accuracy of data entry and output in support of accurate and timely reporting.</li> <li>• Use computer, telecommunications and audio-visual equipment or other technologies used by the organisation in relation to your work.</li> <li>• Accept responsibility for own performance to deliver work activities on time and to the required standard in agreement with your nominated supervisor.</li> <li>• Understand the steps in work flow to achieve outcomes that appropriately utilise available systems and procedures.</li> </ul>   |
|   | <p>Manage and organise processes and systems to maximise work efficiencies and work effectiveness.</p>   | <ul style="list-style-type: none"> <li>• Demonstrate a sound understanding of systems, processes and technology relevant to your job and identify and select the most appropriate tools for assigned work, including PSC records, information and knowledge management functions and systems.</li> <li>• Manage own and team workload by planning and prioritising work activity and use time management methods to meet deadlines and achieve agreed goals.</li> <li>• Contribute to the planning for projects and, as required, communicate the project strategy and its expected benefit to others.</li> <li>• Identify ways to improve systems that are used by the work unit and support the implementation of business improvement initiatives and the introduction and roll-out of new technologies.</li> </ul> |

| <b>LEVEL 3 – SENIOR LEADERSHIP TEAM (includes all expectations from Level 1 and 2 plus Level 3)</b> |   |  |
|---|---|--|
| <b>Competencies</b>   | <b>Expectations</b>   | <b>Behaviours</b>  |
|   | Apply whole-of-systems thinking to identify the ways in which PSC's processes and technology can be leveraged across your organisational area.                      | <ul style="list-style-type: none"> <li>• Manage workload for others by planning team/unit operational activity, setting priorities, providing timely support and considering the impact of work across other areas.</li> <li>• Implement and manage project objectives and deliverables, control and monitor project resources and activities, and report on outcomes in accordance with internal processes.</li> <li>• Lead your organisational area to achieve efficient and effective outcomes using the systems, tools and governance structure of the organisation.</li> <li>• Proactively seek advice from appropriate technical experts to leverage information, communication and other technologies to improve outcomes.</li> </ul> |
| Make informed decisions   | Identify and utilise key data and information available within PSC to make informed decisions.  | <ul style="list-style-type: none"> <li>• Demonstrate a sound understanding of PSC (business) functions, terminology and processes.</li> <li>• Have knowledge and awareness of relevant information sources to aid research and analysis.</li> <li>• Be bold and express your opinion that is based on fact in order to aid team decisions and discussions.</li> <li>• Employ a methodical and logical approach when analysing information to make informed conclusions and decisions that are based on fact.</li> </ul>  |
|   | Make timely and evidence-based decisions and challenge the decisions of staff to ensure they undertake the same.  | <ul style="list-style-type: none"> <li>• Look beyond the obvious and recognise patterns and trends to draw out key information from complex data.</li> <li>• Seek team input into decision-making where appropriate and coach for improved evidence-based decision-making in direct reports.</li> <li>• Approach decisions from a high-level, systems perspective to identify broader contextual issues, constraints and objectives that may affect business outcomes.</li> <li>• Interpret data to make causal links and consider consequences of actions before making evidence-based decisions.</li> </ul>  |
|   | Work through the formal and informal decision-making structures in PSC to effectively interpret complex information and make decisions that have a clear rationale. | <ul style="list-style-type: none"> <li>• Understand the formal and informal decision makers and processes, and how decisions are made and influenced, at PSC.</li> <li>• Interpret complex information to provide expert advice that has been rigorously considered and supported by a clear rationale.</li> <li>• Challenge others to make tough choices and support them in achieving support and buy-in from others.</li> <li>• Anticipate and think ahead by considering the multiple causal links and next steps in a complex situation before making a decision on the way forward.</li> </ul>   |

