

Position Title	Library Partnerships and Engagement Coordinator
Directorate	Community Strengthening
Department/Business Unit	Community Arts Culture and Library Services
Team	Library Services
Classification	Band 7
Date	March 2024

Reports to:	Library Services Senior Coordinator
Supervises:	Team Leader Family Literacy Project Administration Officer – Library Services Language and Literacy Advisor Library Program & Outreach Support Officer Library Community Engagement & Innovation Officers Literacy Officer
Internal Liaison:	Library Staff Community Arts Culture and Library services staff and other Community Strengthening staff People and Procurement, Media and Communications and other Council staff.
External Liaison:	Library Users Residents Mission Australia Community and Professional networks Schools Adult and Further Education services and institutions Community Organisations and Agencies Community groups State and Federal Government departments

Position Objectives

Your primary purpose in this position is to:

- Coordinate the development and evaluation of Library programs and events to ensure they meet the needs of the community and reflect the strategic direction of Library Services.
- Seek and maintain key partnerships with Council departments, community organisations and educational institutions to support improved life-long learning, literacy outcomes and maximise engagement within in the community.
- Manage the strategic development of Library programs and partnerships to ensure Library services are accessible to all sections of the community.
- Coordinate the library print and social media marketing in consultation with Council's Media and Communications team.
- Plan and coordinate the activation of Library spaces through strategic partnerships and programming.
- Seek Grant and Funding opportunities to enhance Library programming and literacy support services.

Key Selection Criteria

You need these essential qualifications (or experience), knowledge and skills to carry out this position.

Essential

- Degree or diploma qualifications in relevant areas of Library Services along with significant subsequent relevant experience or through lesser formal qualifications with extensive relevant experience, including:
 - high level of knowledge and understanding of the principles and practices of contemporary library service practice and community engagement principles.
 - staff management and leadership, including demonstrated ability in successfully leading a team.
 - developing, project managing and evaluating public programs and events.
 - service provision to people from culturally and linguistically diverse backgrounds.
- Demonstrated:
 - strategic thinking, project planning, implementation, and evaluation skills.
 - participation in, development and maintenance of productive, sustainable community and professional partnerships.
 - high level of initiative and ability to successfully progress plans, projects and activities, including a flexible, facilitative approach to problem solving, and conflict resolution.
 - high level consultation, networking and advocacy skills, including a demonstrated ability to build relationships, seek input, and advocate with a wide cross section of community, Council, and other government stakeholders.
 - high level verbal and written communication skills, with a demonstrated ability to prepare a wide range of reports and correspondence, including grant submissions and acquittals as well as deliver verbal presentations of a high standard.

As part of the Selection Criteria, you must hold and supply these licences, registrations, certificates, etc., prior to offer of employment and commencement and continue to maintain them throughout your employment in this role with Council:

- satisfactory (and ongoing) Working with Children's Check
- satisfactory (and ongoing) Police Check
- current valid (and ongoing) Victorian Driver's Licence
- ongoing First Aid and CPR (specify), including:
 - Provide First Aid (Level 2)

Position Specific Responsibilities & Skills

In this position, you are responsible for:

Community Engagement	<ul style="list-style-type: none"> • Proactively promote programs and services to hard-to-reach groups, current and non-users in liaison with staff, partners, and networks as appropriate. • Actively support a culture of inclusiveness and access for all community members regardless of age ability or background. • Source and manage relationships with key partners in the Community and Council to help engage all sections of the community. • Develop community engagement strategies based on Engagement and Marketing Implementation Plan to encourage membership and participation in Library Services.
Lifelong Learning and literacy support	<ul style="list-style-type: none"> • Provide recommendations on literacy and learning support priorities within the city based on community feedback and key demographic indicators. • Develop programs and recommend activities that actively promote a culture of learning and reading within the community.

	<ul style="list-style-type: none"> • Represent Greater Dandenong Library Services at community forums, networks, and professional meetings as appropriate. • Develop and maintain key partnerships in Learning and Literacy support.
Strategic partnerships, programs and service innovation	<ul style="list-style-type: none"> • Develop a program plan that assists in meeting the strategic direction of Library Services. • Develop an outreach policy and plan that provides guidance as to service priorities within the City of Greater Dandenong. • Develop evaluation and feedback techniques to ensure patron needs and expectations are met with regards to Library programs. • Coordinate the ongoing development and evaluation of the programs delivered through Library Services and facilities. • Source and manage relationships with key partners in the Community and Council to help provide extended service and program offerings through Library spaces and outreach programs. • Oversee the development of program delivery, promotions, training, program outlines, kits, documentation and running sheets for program delivery staff. • Represent Library Services in Council/Community Strengthening, strengthening wide and/or multi-departmental events planning meetings as appropriate.
Library space activation	<ul style="list-style-type: none"> • Develop a strategic approach to activating library spaces to maximise participation and community engagement opportunities. • Develop digital engagement programs and discovery options to provide the community with opportunities to explore, learn and use a range of technology. • Develop key partnerships with community agencies, schools and other Council and government services in delivering services and programs through the library that encourage pathways to further learning or employment. • Work in partnership with community agencies, government, and other Council services in creating strategies that link Library users to other services and programs they may need.
Staff Development	<ul style="list-style-type: none"> • Monitor the performance of staff to ensure adherence to operating protocols, providing regular, timely feedback to team members. • Conduct regular staff performance reviews and development appraisals with supervised staff. • Effectively work with staff in identifying appropriate training to enable enhanced performance and the achievement of aims and objectives and individual skill development and enhancement. • Counsel and mentor staff to achieve excellent outcomes according to continuous improvement principles. • Oversee and participate in the recruitment processes for staff within the unit. • Foster a positive and team focused work environment. • Support team to build strong relationships with other internal teams and with the community and other key external stakeholders.
First Aid Activities	<p>Managers are responsible for:</p> <ul style="list-style-type: none"> • ensuring that there is adequate coverage for the provision of First Aid within their work area. • providing for the continuity of training of Designated and First Aid Certified Officers DFAOs and FACOs • the supervision and effective execution of their duties. • Undertake the role of First Aid Certified Officer (FACO) and administer first aid in line with job requirements and OHS First Aid Operational Procedure

Core Organisational Capabilities

We have a Core Capability framework to help everyone succeed and develop for their current and future positions. The relevant capabilities for this position are at the back.

REACH Values

Our REACH values define who we are and how we interact with others. They define how each of us should aim to operate in the workplace regardless of the role we hold. Our REACH values are at the back.

Organisational Responsibilities

Everyone at Council has the following responsibilities and obligations:

Emergency Management	<ul style="list-style-type: none">• Help Council fulfil its emergency management obligations by assisting in emergency management activities as required
Child Safety	<ul style="list-style-type: none">• Understand obligations and act in an appropriate manner with and around children.• Promote positive work practices with children.• Establish boundaries around acceptable and unacceptable behaviour in relation to children.• Adhere to reporting obligations where there is suspected or discovered child abuse
Climate Change & Sustainability	<ul style="list-style-type: none">• Help support Council's response to the climate emergency by helping facilitate a whole -of-organisation approach where climate change mitigation and adaptation is embedded into all Council services, assets, operational and decision-making processes.
Compliance	<ul style="list-style-type: none">• Remain mindful of the requirements of the Victorian Charter of Human Rights at all times.• Manage Council records in accordance with the relevant Council policies and corporate requirements to protect personal information.• Perform other duties as directed within the limits of acquired skills, knowledge, and training.• At all times, take responsibility for maintaining the strictest levels of confidentiality regarding ratepayers, customers and employees.• At all times, comply with Council's Code of Conduct - Staff.
Diversity, inclusion and equity	<ul style="list-style-type: none">• Demonstrate an understanding of and the ability to work with, diversity in the workplace, including:<ul style="list-style-type: none">○ zero tolerance of racism and expectations that staff will act on incidents of racism.○ supporting Aboriginal and Torres Strait Islander children to express their culture and enjoy their cultural rights.
Gender Equality	<ul style="list-style-type: none">• Prevent and address violence against women and workplace sexual harassment, including by modelling acceptable behaviour, responding decisively to improper conduct and properly managing initial disclosures

Inherent requirements of the position

These are the essential requirements of this position:

Council has a Flexible Work Policy. All staff are required to attend the workplace for the minimum number of days specified in the Policy.

Vision and Hearing Requirements

- This position requires a vision test
- This position requires a hearing test

On a typical day, approximately this much time would be spent on the following activities:

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Working independently – ability to utilise autonomy with respect to the processes by which tasks are completed. Little to no autonomy with respect to the work allocated to them by the supervisor		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Team based work – works in a team of people and not exposed to isolation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Focused Attention to task – high levels of attention required to minimise errors and ensure accuracy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Concentrating – high levels of concentration required while completing required tasks		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planning and sequencing tasks and activities		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Decision making – required to exercise sound decision making while completing all aspects of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Problem solving – requirement to develop sound solutions to novel or unusual problems arising during the course of the day		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reasoning – required to exercise sound reasoning while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Judgement – required to exercise sound judgement while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Short and long-term memory recall – ready access to documented procedures or precedents to perform requirements of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Emotional resilience – exposure to stressful or distressing situations including meeting specified deadlines, dealing with aggressive or upset customers/clients, general workload demands, change beyond individual's personal control		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Interruptions – frequency of interruptions to daily work plans and requirement to change work plans at short notice		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Physical Requirements

- This position does not require more than 10-15% manual handling/physical
- A task analysis exists because this position requires more than 10-15% manual handling/physical exertion

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Mobility/Postures					
Sitting – stay in a seated position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Standing – standing in an upright position, moving less than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Walking – In an upright position, moving more than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Crawling – Move on the hands & knees or by dragging the body close to the ground		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-manual handling					
Crouch/squat – To lower the body by bending forward from legs and spine, buttocks on or near the heels		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling – To lower the body		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bending – To bend forward and down from the waist or the middle of the back, rounding the shoulders and back for more than 3 seconds		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching – Extending arms out in any direction		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Twisting/trunk rotation – Rotating the body to one side or the other without moving the feet		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine manipulation/pinch grip – Fingers are on one side of the object and thumb on the other, typically without the object touching the palm		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Power/open hand grip – Using the whole hand to grasp an object, typically used to handle large or wide objects where the fingers are extended		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing/typing		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Climb ladders		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb or descend stairs		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Low level work – Performing manual handling actions at or near ground level		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual Handling					
Lift/Carry/Hold – Raising or lowering an object from one level to another and holding/transporting the object using the hands, arms or on the shoulders		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling – Applying force to move something away or closer to one's self, including static positions		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kilograms of force (kg.f) – Amount of force or effort required to perform a		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<i>specific task or part of a task</i>					
Weight requirements – lift, carry, push, pull or hold					
1-5kg		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1 – 15kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.1 – 20kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift floor to hip		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift waist to shoulder		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift overhead		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/pulling		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Band descriptors *(as defined in Council's Enterprise Agreement)*

These descriptors help to classify the position:

Accountability and Extent of Authority

The position is directly held responsible for:

- Managing the strategic development of Library engagement and partnerships including the evaluation of programs and events, whilst maintaining ongoing partnerships with key stakeholders.
- Managing ongoing services programs and projects and participates in the development of policy.
- Where leading staff and managing program/project resources, the freedom to act is governed by policies, objectives, and budgets with a regular reporting mechanism to the Library Services Senior Coordinator to ensure achievement of the goals and objectives of the Library Services. Decisions and actions taken by the incumbent may have a significant effect on the programs or projects being managed or on the public perception of Council as a whole.
- The provision of information and/or specialist advice to and/or regulation of community groups and agencies, which may be used by other levels of government and more broadly across Council. The freedom to act in this respect is subject to professional and regulatory review by the Library Services Senior Coordinator. The impact of decisions made, or advice given may have a substantial impact on individuals or groups involved.
- In regard to responsibilities for policy formulation, the work may be of an investigative, analytical or creative nature, with the freedom to act generally prescribed by the Library Services Senior Coordinator or the Manager Community Arts, Culture and Library Services. The quality of the work can have a significant effect on the policies which are developed.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- The role of this position is essentially problem solving in nature in relation to Library services, engagement, and partnerships. The nature of the work is specialised with methods, procedures and processes generally developed from theory or precedent. The problem-solving process comes from the application of these established techniques to new situations.
- Where responsible for policy formulation the primary challenge will be intellectual and will typically require the identification and analysis of an unspecified range of options before a recommendation can be made to the Library Services Senior Coordinator.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Balancing requirements of different stakeholders in project work, through proficiency in the application of theoretical or scientific Library service disciplines in the search for solutions to new problems and opportunities.

- Keep up to date with the impacts of relevant legislation and acts related to staff, volunteers and others as appropriate within the role of the Community Arts, Culture and Library Services Department.
- Ability to review emerging needs of the Greater Dandenong community; provide recommendations to the Library Services Senior Coordinator, accordingly, including submitting applications for funding to meet identified needs.
- Where responsible for policy formulation, analytical and investigative skills are required to enable the formulation of policy options from within a broad organisation-wide framework.
- Analytical and investigative skills are required to enable the formulation of policy options from within a broad organisation-wide framework.
- An understanding is required of the long-term goals of Council and of its values and aspirations and of the legal and political context in which it operates.
- When managing resources, a familiarity with the principles and practices of budgeting and relevant accounting and financial procedures is required.

Management & Interpersonal skills

The essential position requirements include:

- Applying sound professional judgement and organisational skills to coordinate the contributions of professional staff in multi-disciplinary settings as well as working diplomatically and persuasively across Council, with community groups, agencies, and organisations.
- Skills in managing time, setting priorities, and planning and organising own work and where appropriate that of a range of other employees to achieve specific and set objectives of the Library Services business unit in the most efficient way possible within the resources available and within a set timetable despite conflicting pressures.
- When supervising employees, the position requires an understanding and an ability to implement personnel policies and practices including awards, equal opportunity and occupational health and safety policies, recruitment and selection procedures and techniques, position descriptions and employee's development schemes. They would be also expected to contribute to the development and implementation of long-term staffing strategies.
- The ability to gain cooperation and assistance from clients, members of the public and other employees in the administration of broadly defined activities and to motivate and develop employees.
- Ability to liaise with their counterparts in other organisations to discuss and resolve specialist problems and with other employees within Council to resolve intra-organisational problems.

Verification & Approvals

We certify that the content of this Position Description accurately reflects the overall role and accountabilities of the position:

	Name	Signature	Date
Prepared by	Monique Godbehere		March 2024
Manager	Natasha Petkovic Jeremic		March 2024
Director	Peta Gillies		March 2024
Occupant			

Appendix

Core Capability Framework – People Leaders

Relationship Management

Develops and maintains strong and enduring relationships with colleagues and/or external stakeholders which are built on mutual respect and commitment. Ensures that all people are treated with dignity and respect regardless of gender, ethnicity, religion or sexual orientation.

- Ensures a wide range of views and opinions are encouraged and valued
- Builds strong and trusting relationships with team members and across the directorate
- Seeks to achieve outcomes that are beneficial to all stakeholders
- Demonstrates high levels of integrity and teamwork in all relationships

Planning & Organising

Thinks from a wholistic perspective and sees the patterns in the complex relationships that exist between the different parts of the organisation. Uses these insights to ensure that the organisation's human, physical and financial resources are effectively used in the achievement of the organisation's, team's or the role's agreed priorities.

- Ensures that team members are able to see the connections between the work of the team and the broader organisational context
- Actively engages team members in the development of realistic plans to deliver work unit priorities
- Allocates work unit resources to achieve desired results
- Takes corrective action as required when concerns have been identified

People Development

Demonstrates a deep commitment to ongoing learning and development as fundamental to the organisation's sustained success and to the realisation of the potential of its people.

- Encourages people to undertake ongoing professional and personal development
- Uses reflection as a key tool for ongoing development and organisational improvement
- Uses transformational leadership practices to engage and grow the capabilities of team members
- Regularly gives and receives constructive feedback
- Communicates with staff in a positive and proactive manner

Future focused organisation

Is keenly aware of the social, political, economic and technological trends that impact the global and local environments and ensures these are factored into the work of individuals, teams or the organisation to deliver on the needs and expectations of the Council and the community it serves

- Monitors the broader environment to understand the impact of emerging trends on the work of the team
- Identifies changes to systems and processes that will lead to the effective implementation of organisational change initiatives
- Encourages others to recognise and value the inevitability of change in organisations
- Assists the team to adapt to a constantly changing environment by communicating change information honestly, empathetically and in a timely manner

Outcome orientation

Demonstrates a strong commitment to a high-performance culture by constantly striving for high quality customer service outcomes and accepting responsibility for outcomes within their control

- Creates opportunities for people to come together to creatively address issues facing the team and the clients they serve
- Sets short-term goals with the team for the team to achieve agreed objectives
- Tracks progress against job expectations and makes adjustments as required
- Sets challenging goals that will deliver superior results

Service focus

Ensures there is a focus on delivering work priorities to agreed quality and timeliness standards

- Demonstrates commitment to quality client/customer service
- Maintains regular customer communication to ensure mutual expectations are clear

- Responds appropriately to client/customer requests and/or complaints

Self-management

Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others

- Accepts personal responsibility for outcomes within her/his control
- Demonstrates the ability to regulate and adapt behaviour according to the circumstances and the audience
- Seeks out feedback with the purpose of reflecting on work performance with a view to self-improvement
- Models Greater Dandenong's ethical and organisational standards
- Acts decisively during times of ambiguity and pressure

Safety, health and wellbeing

Ensures that the safety, health and wellbeing of employees, contractors, service users and councillors is at the heart of the organisation's culture and the way work is organised and services delivered

- Aligns team/unit work plans with Council's vision and objectives for employee safety, health and wellbeing
- Allocates adequate resources to achieve safety, health and wellbeing initiatives and objectives
- Monitors departmental performance indicators for the continuous improvement of safety, health and wellbeing practices and culture

Council's REACH Values

Respectful

We respect and care about our community, each other and ourselves.
 We act with integrity at all times and in all matters.
 We take time to listen to and seek to understand the other point of view.
 We strive to understand and respect the diversity of our community and our workplace.
 We understand our role in the community and respect the responsibility that comes with

Creative

We care about getting the best outcomes.
 We constantly ask: What's the future and what's possible?
 We have the courage to try new ideas.
 We strive for excellence in everything we do.

Engaged

We listen to our community and respond.
 We work together with our community and each other, to achieve the best outcome.
 We have the confidence to challenge the status quo, to reach for better outcomes.
 We are action-oriented in identifying and responding to new challenges.

Honest

We tell the truth, even when we know people may not want to hear it.
 We form our opinions and give advice from sound, evidence based research.
 We act with humility and apply the highest standards of ethical behaviour to everything we do.

Accountable

We are proud of our city, our community and our achievements.
 We spend our time and effort on solutions rather than looking for someone to blame.
 We take responsibility for our actions.

