

## Position Description

Position Title	Works Planning Coordinator
Directorate	City Futures
Department/Business Unit	Infrastructure Services
Team	Works and Fleet
Classification	Band 6
Date	June 2024

Reports to:	Team Leader Works Service Unit
Supervises:	4 x Works Inspectors / various Contractors
Internal Liaison:	Team Leader Works Services Unit, staff from Works & Fleet, Infrastructure Services, customers, and related technical areas
External Liaison:	Technical/Maintenance staff, external Utility Authorities, Contractors, Consultants

### Position Objectives

Your primary purpose in this position is to:

- Effectively administer the planning and programming of works orders associated with the day-to-day activities of the Works Service Unit, ensuring efficient delivery of services by forecasting fluctuations in the workloads arising out of inspection programs and allocating jobs and resources to staff and contractors accordingly.
- Provide high quality supervision and direction to Contractors along with technical and administrative support to assist the Team Leader, Contracts Coordinator and Works Foreperson with supervision of civil maintenance activities.
- Supervise 4 Works Inspectors by coordinating, setting, and managing their inspection programs and targets in accordance with relevant plans.
- Plan, perform and monitor Quality Compliance and Safety audits on Contractors and in-house staff to ensure that service delivery is within Council service standards, legislative and contract specification requirements.

### Key Selection Criteria

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

- A relevant tertiary qualification with some relevant experience / or lesser formal qualifications with substantial relevant experience, / or through substantial relevant experience in the field of specialist expertise. Relevant skills knowledge and experience should include:
  - Good theoretical understanding of works planning and programming, incorporating knowledge of plans, resources, staff competencies, contractors, materials, repair techniques, plant, and cost effectiveness.
  - Good technical knowledge of civil maintenance and mobile field technology.
  - Good theoretical knowledge of OH&S and Environmental Management Systems, including regulatory requirements, policies, procedures, training programs and initiatives.
  - Extensive practical field experience in regards to civil construction, maintenance, techniques and standards
  - PC literacy, to maintain a range of software, databases, and systems, including mobile field technology.
- Highly effective verbal / written communication and interpersonal skills, including to:
  - lead, influence, and supervise a team to achieve agreed outcomes.
  - prepare reports and external correspondence.

- effectively consult, problem solve, facilitate and advocate to achieve shared outcomes

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 (standard)
- ongoing First Aid and CPR, including:
  - Provide First Aid
- Mental Health First Aid (Desirable)

## Position Specific Responsibilities & Skills

In this position, you are responsible for:

<p><b>Resource Management and Allocation</b></p>	<ul style="list-style-type: none"> <li>• Administer and facilitate the planning and programming of resources on Works orders and the associated allocation and use of these resources, factor in service standards, specification requirements and response times when programming works to ensure targets are met.</li> <li>• Maximise the best use of Council resources, ensuring Continuous Improvement including through challenging existing operational methods.</li> <li>• When programming, assess the requirements of the job against the expertise and capacity of Council staff to carry out works or whether it is better allocated to a Contractor, recommending and documenting scope of works for Contractor quotations.</li> <li>• Ensure adequate stock levels for materials commonly used by the Works team are maintained in the Operations Centre stores, including inventory and re-ordering as required.</li> <li>• Act as the primary point of contact for suppliers and facilitate the trial of new products and materials as appropriate or as directed by the Team Leader.</li> <li>• Coordinate all Customer requests by programming inspections, works and correspondence to residents/ requestors, ensuring all customer requests are actioned, meet set time frames and they are informed and treated professionally and courteously at all times.</li> <li>• Provide formal input into the development and review of Service Standards, Business Plans, and budgets to meet corporate and Departmental objectives.</li> </ul>
<p><b>Technical Support</b></p>	<ul style="list-style-type: none"> <li>• Provide quality technical support in:           <ul style="list-style-type: none"> <li>○ the use of mobile field technology and systems used by the Works Service unit.</li> <li>○ Civil maintenance practices and procedures including, relevant legislation &amp; codes of practice, industry standards &amp; best practice, developing policy and procedures for the Works Service unit.</li> <li>○ After-hours matters (and assist when required) including maintenance of the contractor &amp; suppliers contacts list in the Municipal Emergency Management Plan (MEMP)</li> </ul> </li> <li>• Oversee data flow and integrity in Customer request and Works Management Systems including:           <ul style="list-style-type: none"> <li>○ completion of Customer requests by Works Inspectors within agreed timeframes.</li> <li>○ results of proactive &amp; reactive inspections loaded into Works Management System.</li> <li>○ sign off completed works/data in Works Management System upon completion of works.</li> </ul> </li> <li>• Assist Team Leader and Service Unit Leader with collation of data for FOI requests.</li> <li>• Inform Team Leader and produce reports on Work Maintenance Planning issues.</li> <li>• Provide input into the preparation of service charters, customer research and new initiatives.</li> <li>• Liaise with Technical Staff in other Council departments and external Utility Authorities as required.</li> </ul>

<b>Supervision and leadership</b>	<ul style="list-style-type: none"> <li>Administer and facilitate proactive inspection programs undertaken by the Works Inspectors so that Council's risk is appropriately managed with appropriate evidence of the inspection (e.g. 'track stick' GPS data) captured in the corporate records.</li> <li>Oversee 4 x Works Inspectors, including identifying and implementing training needs and promptly reporting performance management issues.</li> <li>Provide clear direction and open communication to facilitate values of openness and trust within the team, supporting staff by ensuring they have the necessary role clarification, support, and resources for the job.</li> <li>Supervise and provide advice of a technical nature to contractors engaged in civil maintenance &amp; construction works.</li> </ul>
<b>Reporting and maintenance of records</b>	<ul style="list-style-type: none"> <li>Produce works programs through Council's Works Management System, monitoring and reporting on business plan outcomes.</li> <li>Ensure performance feedback &amp; reporting of Customer request and Works Management Systems statistics is provided to the Team Leader &amp; Service Unit Leader</li> <li>Undertake random quality audits of jobs completed by internal Works teams and Contractors and report on findings, including providing quality, safety, and environmental reporting as directed by the Team Leader.</li> <li>Maintain accurate, up-to-date, and confidential records, ensuring administrative procedures are followed.</li> </ul>
<b>Quality, OH&amp;S, Environmental and Specification Compliance</b>	<ul style="list-style-type: none"> <li>Ensure compliance to relevant OH&amp;S regulatory requirements and implement, promote, and maintain Council's OH&amp;S policies, procedures, training programs and initiatives, utilising Council's Quality, OH&amp;S and Environmental Management Systems.</li> <li>Provide expertise and guide staff regarding procedures and correct protocols, ensuring staff are aware of and work within risk management guidelines.</li> </ul>
<b>First Aid Activities</b>	<p>People managers are responsible for:</p> <ul style="list-style-type: none"> <li>ensuring that there is adequate coverage for the provision of First Aid within their work area</li> <li>providing for the continuity of training of Designated and First Aid Certified Officers DFAOs and FACOs</li> <li>the supervision and effective execution of their duties.</li> <li>Undertake the role of First Aid Certified Officer (FACO) and administer first aid in line with job requirements and OHS First Aid Operational Procedure</li> </ul>

## 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:

<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>Help Council fulfil its emergency management obligations by assisting in emergency management activities as required</li> </ul>
<b>Child Safety</b>	<ul style="list-style-type: none"> <li>Understand obligations and act in an appropriate manner with and around children</li> <li>Promote positive work practices with children</li> <li>Establish boundaries around acceptable and unacceptable behaviour in relation to children</li> <li>Adhere to reporting obligations where there is suspected or discovered child abuse</li> </ul>

<b>Climate Change &amp; Sustainability</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>Remain mindful of the requirements of the Victorian Charter of Human Rights at all times</li> <li>Manage Council records in accordance with the relevant Council policies and corporate requirements to protect personal information.</li> <li>Perform other duties as directed within the limits of acquired skills, knowledge, and training.</li> <li>At all times, take responsibility for maintaining the strictest levels of confidentiality regarding ratepayers, customers and employees.</li> <li>At all times, comply with Council's Code of Conduct - Staff.</li> </ul>
<b>Diversity, inclusion and equity</b>	<ul style="list-style-type: none"> <li>Demonstrate an understanding of and the ability to work with, diversity in the workplace, including: <ul style="list-style-type: none"> <li>zero tolerance of racism and expectations that staff will act on incidents of racism</li> <li>supporting Aboriginal and Torres Strait Islander children to express their culture and enjoy their cultural rights.</li> </ul> </li> </ul>
<b>Gender Equality</b>	<ul style="list-style-type: none"> <li>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</li> </ul>

## 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%
<b>Working independently</b> – 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"/>
<b>Team based work</b> – works in a team of people and not exposed to isolation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Communicating with others</b> – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Communicating with others</b> - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Focused Attention to task</b> – high levels of attention required to minimise errors and ensure		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<i>accuracy</i>					
<b>Concentrating</b> – <i>high levels of concentration required while completing required tasks</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Planning and sequencing tasks and activities</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Decision making</b> – <i>required to exercise sound decision making while completing all aspects of the position</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Problem solving</b> – <i>requirement to develop sound solutions to novel or unusual problems arising during the course of the day</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Reasoning</b> – <i>required to exercise sound reasoning while completing all aspects of the position within defined scope</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Judgement</b> – <i>required to exercise sound judgement while completing all aspects of the position within defined scope</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Short and long-term memory recall</b> – <i>ready access to documented procedures or precedents to perform requirements of the position</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Emotional resilience</b> – <i>exposure to stressful or distressing situations including meeting specified deadlines and production demands, dealing with aggressive or upset customers/clients, high conflict situations, general workload demands, change beyond individual's personal control</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Interruptions</b> – <i>frequency of interruptions to daily work plans and requirement to change work plans at short notice</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Physical Requirements

- This position does not require more than 10-15% manual handling/physical exertion
- 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%
<b>Mobility/Postures</b>					
<b>Sitting</b> – <i>stay in a seated position</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Standing</b> – <i>standing in an upright position, moving less than 3 steps</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<b>Walking</b> – In an upright position, moving more than 3 steps					
<b>Crawling</b> – 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"/>
<b>Non-manual handling</b>					
<b>Crouch/squat</b> – To lower the body by bending forward from legs and spine, buttocks on or near the heels		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Kneeling</b> – To lower the body		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Bending</b> – 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"/>
<b>Reaching</b> – Extending arms out in any direction		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Twisting/trunk rotation</b> – Rotating the body to one side or the other without moving the feet		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fine manipulation/pinch grip</b> – Fingers are on one side of the object and thumb on the other, typically without the object touching the palm		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Power/open hand grip</b> – 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"/>
<b>Writing/typing</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Climb ladders</b>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Climb or descend stairs</b>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Low level work</b> – Performing manual handling actions at or near ground level		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Manual Handling</b>					
<b>Lift/Carry/Hold</b> – 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"/>
<b>Pushing/Pulling</b> – 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"/>
<b>Kilograms of force (kg.f)</b> – Amount of force or effort required to perform a specific task or part of a task		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Weight requirements – lift, carry, push, pull or hold</b>					
1-5kg		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift overhead		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/pulling		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

### Accountability and Extent of Authority

The position is directly held responsible for:

- Overall effective management of resources including, planning, work allocation, workflows, performance, quality controls and leave management of the Inspectors governed by clear objectives and/or budgets, with a

regular reporting mechanism to the Team Leader and Service Unit Leader to ensure adherence to goals and objectives. The effect of decisions and actions taken in this regard are usually limited to the quality or cost of the programs and projects being managed.

- Effective supervision of staff, resources, contracts, quality and agreed plans and objectives, including ensuring that the team have the necessary role clarification, support, resources, and training.
- Effectively administering and facilitating the works maintenance planning program, including works orders and technical support for the for the Works Service Unit (including contractors), as authorised within Council's allocated delegations of authority for financial matters.
- Ensuring established service standards, codes of practice, legislation and best practice are integrated in the works maintenance programs.
- The provision of this quality specialised advice to clients or to regulate clients along with reporting on works planning maintenance issues, including identifying and referring risk issues is subject to regulations and policies and regular supervision. The effect of decisions and actions taken on individual clients may be significant, but it is usually subject to appeal or review by more senior employees.
- Providing direct support and assistance to the Team Leader and/or Service Unit Leader, where the freedom to act is not limited simply by standards and procedures, and the quality of decisions and actions taken will often have an impact upon the performance of the employees being supported.

## **Judgement and Decision-Making Skills**

Judgement and decision making is within the following scope:

- The nature of the work usually specialised with methods, procedures and processes developed from theory or precedent. The work may involve improving and/or developing methods and techniques generally based on previous experience.
- Problem solving may involve the application of these techniques to new situations.

### Independently

- Required to make well thought through, sound judgements and decisions.
- Appropriate materials and repair techniques, considering staff expertise, plant availability, cost effectiveness, technical issues and procedures derived from practice and theory, particularly in relation to programming of works.
- Safety measures (e.g. equipment, signage, and timing) to be employed on specific works, incorporating knowledge of current standards.
- The skills, competencies, and capacity of Works teams to effectively program works.
- Application of specialised expertise, advice, and recommendations.
- Monitor and escalate staff and contractor performance issues.
- Allocation of resources to meet work demands, including planning, priorities, and contingencies requirements.
- Application of specialised expertise, advice, and recommendations.
- Decisions will be carried out on the basis of public risk, public perception, service charters, risk of deterioration, coordination with other affected works.
- Have an understanding of the long- and short-term resource planning goals.

### With Input from the Team Leader Works Service Unit:

- Provide input into the development and adjustment of maintenance programs.
- Provide information and assist in developing business plans and budgets for efficiency improvement.
- Improvements to work systems, work standards and repair methods.
- Variations to service standards to adapt to and meet the needs of different situations.

### Recommends to the Team Leader Works Service Unit:

- Opportunities for efficiency gains with feasible options.
- Recommend team training and development programs to maximise productivity.
- Recommending actions arising from audit reports for consideration by management.
- Improvements to work systems and work procedures which result in cost savings and more efficient business practices.
- Opportunities for improved electronic programming of works, transfer of works orders to field staff and the processing of works through mobile field technology.

### With Guidance

- Independently research and develop a range of options and solutions for consideration to common problems arising in a Civil Maintenance environment.
- Guidance and advice are usually available from the Team Leader Works Service Unit.

## **Specialist Knowledge and Skills**

- The position requires the following essential skills and knowledge:
- Proficiency in the application of a theoretical or scientific discipline, including the underlying principles as distinct from the practices, including:
  - Extensive theoretical and practical knowledge of OH&S and Environmental Management Systems, including regulatory requirements, policies, procedures, training programs and initiatives.
  - Demonstrated technical and practical knowledge of Civil Infrastructure experience in effectively planning for works maintenance programs, which incorporates a knowledge of plans, resources, staff competencies, contractors, materials, repair techniques, plant, and cost effectiveness.
  - Monitoring effectiveness, and ensuring quality controls through a 'can-do' approach which incorporates professionalism, ethical standards, and integrity.
- Business acumen to manage resources, requiring a familiarity with relevant budgeting techniques.
- PC literacy, to maintain a range of software, databases, and systems, including mobile field technology.
- An understanding of the long-term goals of the Works Service Unit and ability to apply to oneself and others the relevant policies of both the unit and the wider organisation.

### Management & Interpersonal skills

The essential position requirements include:

- The capacity to effectively manage time, set priorities, and plan and organise work, to achieve specific and set objectives in the most efficient way possible within the resources available and within a set timetable.
- Demonstrated capacity to develop leadership skills to influence a team to achieve agreed outcomes including continuous improvement along with an ability to implement personnel practices including those related to equal employment opportunity, occupational health and safety and employees training and development.
- Influencing skills to gain cooperation and assistance from clients, contractors, suppliers, colleagues, stakeholders, line management and other council staff in the administration of defined activities and in the supervision of employees to achieve excellent customer service focus.
- A high attention to detail, confidentiality, and sensitivity, liaising with counterparts in other organisations to discuss specialist matters and with other employees in other functions in Council to resolve intra-organisational problems.
- Highly effective verbal / written communication, interpersonal, advocacy and influencing skills to persuade, report, advocate and educate.

### Verification & Approvals

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

	Name	Signature	Date
<b>Occupant</b>	Vacant		
<b>Initiator</b>	Arran Gray		21 June 2024
<b>Manager</b>	Matthew Barry		
<b>Director</b>	Sanjay Manivasagasivam		



# 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.

