

Position Description

Position Title	Team Leader – Open Space Planning
Directorate	City Futures
Department/Business Unit	Strategic & Environmental Planning
Team	Climate & Open Space Planning
Classification	Band 8
Date	February 2025
Reports to:	Coordinator – Climate & Open Space Planning
Supervises:	Senior Landscape Architect/ Urban Designer, Landscape Architect
Internal Liaison:	Executive team, All Council departments
External Liaison:	General public, Consultants, Government Departments and Agencies, Industry organisations, External service providers

Position Objectives

Your primary purpose in this position is to:

- Lead and manage the day to day and long-term planning functions of the Open Space Planning team.
- Provide leadership in mentoring and developing staff within the Open Space Planning team so that staff are motivated, well advised and empowered to deliver identified outcomes and team targets.
- Deliver excellent open space planning and urban design outcomes through the provision of professional, well considered, and consistent advice and decision-making in a timely manner, in line with established time requirements.
- Develop and implement open space policy that addresses landscape design and urban design issues in the built and natural environments.
- Prepare project briefs, concept designs, design documentation, specifications, budgets and tender/ quotation documents.
- Work collaboratively with Council's Project Management teams, and other departments, to ensure high quality open space projects are delivered on time and budget.
- Develop, submit and advocate for open space planning projects through Council's annual CIP process to ensure high quality outcomes across the municipality.
- Identify and pursue funding opportunities to improve open space areas, and other public spaces.
- Ensure planning referrals, and other internal and external referrals, are responded to in an appropriate and timely manner.
- Provide guidance, support and assistance to staff, residents, businesses and other stakeholders regarding open space planning matters.

Key Selection Criteria

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

- Degree qualifications in Urban Design, Landscape Architecture, Architecture or equivalent.
- Significant skills, knowledge and experience in the open space planning and/ or urban design field or similar.
- A successful track record of leading and delivering a diverse range of high quality open space projects in a timely and cost-effective manner.
- A successful track record of working with a wide variety of stakeholders (internal and external) to deliver projects, policy, programs and other initiatives.
- Excellent abstract reasoning skills, and the ability to solve complex challenges in a timely manner.

- Excellent written and verbal comprehension skills to independently produce relevant communication including the preparation of Council and delegate reports, letters, emails, presentations, consultation material and other media to a consistently professional standard.
- Excellent verbal communication skills including actively listening, explanation, and negotiation skills to ensure appropriate outcomes are achieved for Council and the community.
- Experience in computer based design techniques, including AutoCAD AEC or similar and Adobe Design Suite.

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

Position Specific Responsibilities & Skills

In this position, you are responsible for:

Leadership & Management	<ul style="list-style-type: none"> • Providing leadership, innovative thinking, mentoring and management to the Open Space Planning team, assisting with the continuous improvement of the team culture, and implementing the team vision & goals. • Sharing professional open space planning, leadership and guidance to the Strategic & Environmental Planning department, as well as all other departments across the organisation. • Ensuring the performance of each team member is officially reviewed annually through the Corporate Performance Development Process (PDP), as well as ensuring that staff training requirements are identified, and training programs are provided to those staff to enhance team members' skills and build capability. • Coordinating resources to effectively manage workloads and meet business plan targets and outcomes including assisting with the management of employing external resources including consultants to ensure value added services are provided in an efficient and effective manner and deliver agreed outcomes.
Project Management	<ul style="list-style-type: none"> • Leading the development of all open space, and other relevant public realm, design projects. • Coordinating with Project Mangers across Council in the delivery of all open space and public realm projects • Coordinating and managing the commissioning of consultants, preparation of project/consultant briefs and coordination of project programs on landscape and urban design matters. • Planning and coordinating the implementation of landscape and urban design projects funded from external agencies. • Overseeing projects within the City Improvement Program (CIP), including managing operational budgets and liaising effectively to ensure that projects are completed consistent with the project intent. • Ensuring referrals are responded to in a detailed and timely manner. • Monitoring team budgets, and ensuring all expenditure is within allocated budgets.
Open Space Planning Technical Matters	<ul style="list-style-type: none"> • The provision of excellent technical open space planning advice that meets the needs of the community, developers, landowners, and the municipality at all times. • The preparation of landscape design drawings from concept through to detailed design, master plans, opinion of probable costs, specifications and contract documentation for open space and public realm capital works projects that respond to Council's Strategic and Open Space Policy direction. • Developing urban design analysis plans, framework plans and development plans that respond to strategic policy direction in regard to land use development and building form.

	<ul style="list-style-type: none"> • Developing or facilitating designs for the public realm that advocate for capital improvements and enable implementation or documentation by the Project Manager or consultant. • Adhering to all Council policies and relevant State and/or Federal legislation governing Strategic & Environmental Planning department activities when carrying out administration responsibilities for the team. • Representing Council on external open space planning or urban design forums as required.
Policy, Strategy & Guidelines Development	<ul style="list-style-type: none"> • Leading the implementation of relevant objectives of the Council Plan and annual Department Business Plan relating to open space and urban design. • Developing written and graphic technical landscape and urban design policies and guidelines. • Assisting in the development of local planning policies and strategies for the continuous improvement and enhancement of the city's built-form, open space, and environs. • Assisting in the preparation of Development Plans, Strategic Plans, Structure Plans, and other types of documents requiring landscape and urban design input.
Advocacy & Education	<ul style="list-style-type: none"> • Advocating for actions that lead to improved open space and urban design outcomes across the municipality, including liaising with government authorities, agencies, and external organisations to progress the objectives of Council. • Assisting CIP Project Managers on awarded projects to ensure projects are completed consistent with the project intent. • Preparing, liaising with other teams, and overseeing grant and funding applications to external agencies for studies and projects related to open space planning and urban design.
Consultation & Advice	<ul style="list-style-type: none"> • Undertaking consultation with relevant internal and external stakeholders with respect to open space and urban design policy and projects. • Providing advice to developers/consultants, members of the public and internal staff in respect of open space planning and urban design in written and verbal form. • Liaising with other Council departments, government authorities, other municipalities, and relevant stakeholders in respect of open space planning and urban design matters.

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
Occupational Health and	<p>All employees have responsibilities to:</p> <ul style="list-style-type: none"> • Take reasonable care of their own health and safety.

Safety	<ul style="list-style-type: none"> • Take reasonable care that their acts do not adversely affect the health and safety of other persons or themselves. • Follow policy, procedure or instructions to ensure as far as is reasonably practicable a safe workplace. • Report all incidents, injuries and near misses to their supervisor immediately and adhere to Council's occupational health, safety and return to work (RTW) policies and procedures. • Participate in health and safety training programs and initiatives. <p>People managers have additional responsibilities to:</p> <ul style="list-style-type: none"> • Develop, implement, promote and review Council's OHS management system within their area of responsibility. • Work with Health and Safety and People and Change departments to ensure accurate and timely OHS reporting, and implementation of health and safety culture, policies, procedures, and training programs. • Ensure employee compliance with relevant OHS regulatory requirements through local and corporate policies and procedures in order to provide and maintain a safe work environment, including providing training and guidance on OHS responsibilities. • Monitor and review workplace environment to identify, manage and respond to any health and safety hazards and risks, including psychosocial.
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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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		<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%
	<i>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>				
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% (on average) daily work rate of 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 type="checkbox"/>	<input checked="" type="checkbox"/>
Standing – standing in an upright position, moving less than 3 steps		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking – In an upright position, moving more than 3 steps		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling – To lower the body		<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twisting/trunk rotation – 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"/>
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb or descend stairs		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low level work – Performing manual handling actions at or near ground level		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual Handling					
		<input checked="" type="checkbox"/>	<input 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%
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					
Pushing/Pulling – Applying force to move something away or closer to one's self, including static positions		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kilograms of force (kg.f) – Amount of force or effort required to perform a specific task or part of a task		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weight requirements – lift, carry, push, pull or hold					
1-5kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- If this position requires $\geq 10\%$ (on average) daily work rate of manual handling / physical exertion, a Task Analysis is then required to be established by an Occupational Therapist [OT] for further assessment (please contact the OHS Team for further information).

Note: The intention of the position description is to provide an outline of scope and responsibilities, at a point in time. Please note, responsibilities may evolve in accordance with organisational needs.

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:

- Resource management. The freedom to act is governed by broad goals, policies and budgets with periodic reviews to ensure conformity with those goals and a reporting mechanism to ensure adherence to budgets. Decisions and actions taken in this Band may have a substantial effect on the operational unit being managed or on the public perception of the wider organisation.
- Managing regulatory or specialist units. The freedom to act is governed by the goals and policies of the organisation and by statute and subordinate legislation. Decisions and actions taken at this level may have a substantial effect on the community or sections of it.
- Development of policy options and strategic plans. The freedom to act is wide and limited only to the areas nominated by Employer or the corporate management.
- The advice and counsel provided by this position is relied upon for guidance and part-justification for adopting particular policies the impact of which may be substantial upon the organisation and/or the community.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- This position involves both problem solving and policy development. Methods, procedures and processes are less well defined and employees are expected to contribute to their development and adaptation. The work will typically require the identification and analysis of an unspecified range of options before a choice can be made.
- Employees at this level will identify and develop policy options in their own functional area for consideration and choice by their Manager or by Employer.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- This position requires proficiency in the application of theoretical or scientific approaches in the search for solutions to new problems and opportunities which may be outside the original field of specialisation by the employee.
- An understanding is required of the long-term goals of the wider organisation and of its values and aspirations and of the legal and socio-economic and political context in which it operates.
- A sound knowledge of budgeting and relevant accounting and financial procedures is essential.

Management & Interpersonal skills

The essential position requirements include:

- This position involves the supervision of large numbers of employees or the supervision of tertiary qualified employees or employees with extensive experience.
- Management skills are required to achieve objectives and goals, taking account of organisational and external constraints and opportunities.
- This position requires the ability to persuade, convince or negotiate with clients, members of the public, other employees, tribunals and persons in other organisations in the pursuit and achievement of specific and set objectives.

Verification & Approvals

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

	Name	Signature	Date
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.

