

Position Description

General Manager



Branch	Wingecarribee Shire Council	Position Grade	Individual Contract
Division	Wingecarribee Shire Council	Position Status	Permanent Full-time
Reports To	Mayor and Council	Standard Hours Per Week	35
Direct Reports	3	Position Delegations	Yes
Indirect Reports	16	Position Budget Responsibility	
Position Number	EXEGMR	Award	Local Government (State) Award
Date PD Authorised	9/12/2020	Award Band	Not applicable


The Opportunity

The General Manager is responsible under the Local Government Act for the control and management of the entire operations of Wingecarribee Shire Council, in accordance with the resources allocated by Council and any relevant legislation, policies and procedures

This position provides professional timely advice to the Mayor and Councillors on all Council matters – strategic, financial, risk, audit, legal, political and community. The General Manager sets the tone of the organisation through the interaction and direction of staff in the delivery of policy, strategic management, project management and organisational development. The position influences and establishes the expectations of staff and monitors organisational performance against the various Strategic, Business and Operational Plans of Council. The position represents Council in public forums.

Key Responsibilities

1. Ensure that Councillors receive the appropriate timely and accurate advice and information to enable them to discharge their obligations properly and effectively.
2. Ensure the establishment and maintenance of effective working relations and communication channels so that Council's vision, strategic goals and objectives are achieved and Councillors are aware of any litigation risks or significant issues.
3. Provide the vision to and leadership of staff to enable Council to achieve its objectives and to deliver its services in an effective, efficient and sustainable manner.
4. Establish and maintain an organisational culture and structure that is dynamic and flexible, aims for continuous improvement, meets the current and future direction of Council and provides clarity to staff of their responsibilities and performance standards.
5. Initiate, develop and implement a Shire Vision, Community Strategic Plan and Council Operational Plan, and other plans as required, through integrated planning, reporting and asset management, so that Council meets its community, environmental, financial and economic objectives.
6. Drive, monitor and report on Council's performance against appropriate and agreed performance measures (the General Manager's performance targets will be reviewed annually in accordance with the contract of employment)
7. Ensure Council's financial, equipment, natural and built resources are managed for the long-term benefit of the community through appropriate budget, risk, asset and control management.
8. Establish appropriate policies and procedures to ensure a healthy, safe and equitable workplace, provide development opportunities for staff, provide a fair and consistent environment for dealing with staff performance, disputes and grievances and motivate staff to provide high-quality customer service.

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9. Drive the planning, development and promotion of the Shire that is in the best interests of residents, local business, tourism and the broader region and achieves sustainable growth.
 10. Promote Council's services through marketing and other programs so that residents and ratepayers have a clear understanding of them. Identify and monitor customer needs and levels of satisfaction and adjust delivery programs accordingly.
 11. Develop and strengthen Council's relationships with the community and community organisations, local business, other councils and Government agencies and members of Parliament.
 12. Make decisions and act with probity, in accordance with the Local Government Act 1993 and other relevant legislation, delegations provided by Council, policies and procedures adopted by Council and the reasonable directions of Councillors.

Note: An employee may be directed to carry out such duties that are within the limits of the employee's skills, competencies and training.

Essential Criteria

1. Appropriate business or Government tertiary qualifications relevant to the position.
2. Extensive work history and demonstrated high performance at an executive management level in a demanding and diverse organisation.
3. Demonstrated experience in developing and maintaining relationships with all levels of the community, business, Government and elected representatives.
4. Broad understanding of the relevant issues, requirements of Government agencies and legislation as they apply to Local Government, particularly for regional/non-urban areas.
5. Strong leadership style with a focus on strategic, financial and people management to achieve organisational objectives in a fair, efficient and sustainable way.
6. Demonstrated high levels of professionalism, integrity and financial probity, respectful of others, able to build trust and lead by example.
7. Demonstrated high customer service standards that align organisation service delivery with customer expectations
8. Demonstrated expertise in change management, particularly cultural change, able to initiate and lead change positively and effectively.

Desirable Criteria

1. Tertiary qualifications in human resources or financial management.
2. Commercial expertise – able to seek out revenue-generating opportunities, facilitate investment in the Shire, attract Government grants and take considered risks.
3. Understanding of the economic, development, environmental and infrastructure issues as they apply to Local Government.
4. Willing and able to relocate to or reside in Wingecarribee Shire.

Physical Requirements

The position may have some or all of the following requirements:

1. Sitting, squatting or kneeling for lengthy periods.
2. Climbing stairs and/or in and out of trucks and similar plant.
3. Walking over rough terrain.
4. Working in dusty areas, noisy environments or areas with obnoxious odours (with appropriate personal protection equipment provided) or in inclement weather.
5. Use of manual dexterity including lifting, digging, pushing and pulling.

Capabilities

Council has adopted the Local Government Capability Framework which describes the core knowledge, skills and abilities for a role, expressed as behaviours, and which set out the clear expectations about performance in Council: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for all employees.

Council’s Capability Framework provides the platform for annual performance appraisal so that there is a common basis for learning, professional development and salary progression.

Below is the full list of capabilities and the expected level of competence required for this position. The ones in bold are the essential capabilities. The ones in italics are focus capabilities specific for this position. The ones where the level is blank are not core capabilities but may still be important. More detailed information is contained in your annual Personal Performance Plan.

Local Government Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Manage Self	Advanced
	Display Resilience & Adaptability	Highly Advanced
	Act with Integrity	Highly Advanced
	Demonstrate Accountability	Highly Advanced
 Relationships	Communicate and Engage	Highly Advanced
	Community and Customer Focus	Highly Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Highly Advanced
 Results	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Create and Innovate	Highly Advanced
 Resources	Deliver Results	Highly Advanced
	Finance	Highly Advanced
	Assets and Tools	Highly Advanced
 Workforce Leadership	Technology and Information	Advanced
	Procurement and Contracts	Advanced
	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Workforce Contribution	Highly Advanced
	Lead and Manage Change	Highly Advanced

Essential and Focus Capabilities

The essential and focus capabilities for the position are those judged to be most important at the time of recruiting to the position. They are the ones that an employee is rated on as part of their annual Performance Assessment.

Local Government Capability Framework		
Group and Capability	Expected Level	Expected Behaviours
<p>Personal Attributes <i>Manage Self</i></p> <p>Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning.</p>	Advanced	<ul style="list-style-type: none"> • Demonstrates motivation to serve the community and organisation • Initiates team activity on organisation/unit projects, issues and opportunities • Seeks and accepts challenging assignments and other development opportunities • Seeks feedback broadly and asks others for help with own development areas • Translates negative feedback into an opportunity to improve
<p>Personal Attributes <i>Display Resilience & Adaptability</i></p> <p>Express own views, persevere through challenges and be flexible and willing to change</p>	Highly Advanced	<ul style="list-style-type: none"> • Champions and acts as an advocate for the highest standards of ethical and professional behaviour • Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation • Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use • Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour • Acts promptly and visibly in response to complex ethical and people issues
<p>Personal Attributes <i>Act with Integrity</i></p> <p>Be honest, ethical and professional and prepared to speak up for what is right</p>	Highly Advanced	<ul style="list-style-type: none"> • Champions and acts as an advocate for the highest standards of ethical and professional behaviour • Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation • Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use • Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour • Acts promptly and visibly in response to complex ethical and people issues
<p>Personal Attributes <i>Demonstrate Accountability</i></p> <p>Take responsibility for own actions, commit to safety and act in line with legislation and policy</p>	Highly Advanced	<ul style="list-style-type: none"> • Acts in the public interest at all times • Is prepared to act and take ownership for difficult decisions • Supports and stands by people in the organisation who have made an honest mistake • Creates a climate in which people feel supported to take responsibility for outcomes • Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks

Local Government Capability Framework

Group and Capability	Expected Level	Expected Behaviours
<p>Relationships <i>Communicate and Engage</i></p> <p>Communicate clearly and respectfully, listen, and encourage input from others</p>	Highly Advanced	<ul style="list-style-type: none"> • Puts forward compelling arguments • Explains complex concepts appropriately for diverse audiences • Anticipates and addresses key areas of interest for diverse audiences and adapts style under pressure • Invites, actively listens and responds respectfully to questions, comments and suggestions
<p>Relationships <i>Community and Customer Focus</i></p> <p>Commit to delivering customer and community focused services in line with strategic objectives</p>	Highly Advanced	<ul style="list-style-type: none"> • Creates an organisational culture which embraces high quality customer service • Ensures that management systems, processes and practices drive service delivery outcomes • Ensures that community and customer needs are central to strategic planning processes • Establishes systems to set and monitor service delivery standards in line with customer and community expectations • Ensures council services contribute to social, environmental and economic sustainability in the community/region
<p>Relationships <i>Work Collaboratively</i></p> <p>Be a respectful, inclusive and reliable team member, collaborate with others, and value diversity</p>	Highly Advanced	<ul style="list-style-type: none"> • Communicates the expectation of collaboration across the organisation • Celebrates successful outcomes of collaboration across the organisation, region and sector • Establishes systems, structures and practices to facilitate sharing and learning across the organisation, region and sector • Develops respectful relationships with stakeholders who hold different, even directly conflicting, views • Sets a tone of inclusiveness and an expectation that all staff respect diversity in people, experiences and backgrounds
<p>Relationships <i>Influence and Negotiate</i></p> <p>Persuade and gain commitment from others, and resolve issues and conflicts</p>	Highly Advanced	<ul style="list-style-type: none"> • Credibly promotes the organisation's position in the community, region and sector • Builds and maintains a wide network of professional relationships outside the organisation • Obtains the commitment of key stakeholders to major projects and ensures ongoing communication • Uses understanding of decision making processes and networks to determine the organisation's bargaining strategy • Uses sound evidence-based arguments supported by expert opinion to influence outcomes • Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution

Local Government Capability Framework

Group and Capability	Expected Level	Expected Behaviours
<p>Results <i>Plan and Prioritise</i></p> <p>Plan and organise work in line with organisational goals, and adjust to changing priorities</p>	Advanced	<ul style="list-style-type: none"> Ensures business plans and priorities are in line with organisational objectives Uses historical context to inform business plans and mitigate risks Anticipates and assesses shifts in the environment and ensures contingency plans are in place Ensures that program risks are managed and strategies are in place to respond to variance Implements systems for monitoring and evaluating effective program and project management
<p>Results <i>Think and Solve Problems</i></p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	Highly Advanced	<ul style="list-style-type: none"> Quickly grasps unfamiliar concepts and deals comfortably with complexity Demonstrates deep knowledge and expertise across numerous subject areas Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues Identifies and evaluates broader impacts of proposed policies and solutions Makes good decisions based on available evidence, observed patterns and evaluation of risks and benefits
<p>Results <i>Create and Innovate</i></p> <p>Encourage and suggest new ideas and show commitment to improving services and ways of working</p>	Highly Advanced	<ul style="list-style-type: none"> Models and promotes the value of initiative and continuous improvement Stays up to date with industry, national and global best practices and trends Encourages people to challenge the status quo and actively seek opportunities to improve Creates an organisational climate in which people feel supported to experiment to test new ideas and innovations Uses diversity to foster innovation and drive change
<p>Results <i>Deliver Results</i></p> <p>Achieve results through efficient use of resources and a commitment to quality outcomes</p>	Highly Advanced	<ul style="list-style-type: none"> Creates a culture of achievement by setting stretch goals and high expectations for self and others Shares leadership responsibility and decision making authority, where possible Drives organisational activity in an environment of ongoing change and uncertainty Identifies and removes potential hurdles to achievement of sustainable outcomes

Local Government Capability Framework

Group and Capability	Expected Level	Expected Behaviours
<p>Resources <i>Finance</i></p> <p>Be a responsible custodian of council funds and apply processes in line with legislation and policy</p>	Highly Advanced	<ul style="list-style-type: none"> • Sets organisational strategies and plans with reference to key financial indicators • Ensures that strategic decisions are made with appropriate advice from finance professionals • Identifies the most appropriate financing and funding strategies to meet operational and capital needs • Inspires a culture which respects the obligation to manage public monies and other resources responsibly • Establishes effective governance to ensure the ethical and honest use of financial resources • Actively pursues financial risk minimisation strategies, plans and outcomes
<p>Resources <i>Assets and Tools</i></p> <p>Use, allocate and maintain work tools appropriately and manage community assets responsibly</p>	Highly Advanced	<ul style="list-style-type: none"> • Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan • Ensures effective governance of the allocation, maintenance and investment in assets and tools • Promotes the role of councils as custodians of community assets • Actively pursues asset risk minimisation strategies, plans and outcomes
<p>Resources <i>Technology and Information</i></p> <p>Use technology and information to maximise efficiency and effectiveness</p>	Advanced	<ul style="list-style-type: none"> • Implements appropriate controls to ensure compliance with information and communications security and use policies • Implements and monitors appropriate records, information and knowledge management systems • Seeks advice from technical experts on leveraging technology to achieve organisational outcomes • Stays up to date with emerging technologies and considers how they might be applied in the organisation
<p>Resources <i>Procurement and Contracts</i></p> <p>Understand and apply procurement processes to ensure effective purchasing and contract performance</p>	Advanced	<ul style="list-style-type: none"> • Ensures that organisational policy on procurement and contract management is implemented • Applies knowledge of procurement and contract management risks to decisions • Ensures others understand their obligations to manage and mitigate risks in procurement • Implements effective governance arrangements to monitor provider, supplier and contractor performance • Represents the organisation in resolving disputes with suppliers and contractors

Local Government Capability Framework

Group and Capability	Expected Level	Expected Behaviours
<p>Workforce Leadership <i>Manage and Develop People</i></p> <p>Engage and motivate staff, develop capability and potential in others</p>	Highly Advanced	<ul style="list-style-type: none"> • Creates a climate in which people across the organisation want to do their best • Ensures the organisation engages in effective performance management, development planning and talent identification • Drives executive capability development and ensures effective succession management practices • Creates a climate in which senior staff value regular feedback, continuous learning and new experiences • Ensures workforce management systems, policies and practices are inclusive of all individuals Instils a sense of urgency around addressing performance problems among leaders in the organisation
<p>Workforce Leadership <i>Inspire Direction and Purpose</i></p> <p>Communicate organisational goals, priorities and vision and recognise achievements</p>	Highly Advanced	<ul style="list-style-type: none"> • Articulates a shared vision of the organisation's future, described in measurable terms • Champions the organisational vision and strategy, and communicates the way forward • Generates enthusiasm and commitment to goals and cascades understanding throughout the organisation • Communicates the context and parameters surrounding organisational strategies • Celebrates success and high performance and supports regular workplace activities to build a positive culture
<p>Workforce Leadership <i>Optimise Workforce Contribution</i></p> <p>Hire and deploy people effectively and apply sound workforce planning principles</p>	Highly Advanced	<ul style="list-style-type: none"> • Ensures that operating models, systems, processes and workforce structure are aligned to key organisational strategies • Oversees the workforce management strategy to ensure the organisation is the right size and shape to deliver outcomes • Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimize selection biases • Ensures talent management processes are in place to inform organisational development priorities and investment decisions
<p>Workforce Leadership <i>Lead and Manage Change</i></p> <p>Initiate, support and champion change, assist others to accept and engage with change</p>	Highly Advanced	<ul style="list-style-type: none"> • Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences • Analyses the change context to develop the right change approach for the organisation, community and region • Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment • Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes • Anticipates, plans for and addresses cultural barriers to change



Acknowledgement

I have read and accept the above terms, conditions and duties of this position, as outlined in this position description.

In addition, I acknowledge the delegations for this position that have been sub delegated by the General Manager in accordance with section 378(2) of the Local Government Act 1993 and these may be subject to change without notice by the General Manager.

Please Note: Position descriptions may be reviewed from time to time if warranted due either to changes to the scope and responsibilities of the role or external influences that place different demands on local government. All reviews of this position description will be undertaken in consultation with the role incumbent.

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Employee Name (Print)

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Witness Name (Print)

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Signature

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Signature

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Date

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Date