

**Skills***Communication*

Communicate a vision for the organisation to staff.

*Finance*

Control investment portfolio.

*Managing*

Implement organisational changes.

Recommend goals and objectives for future directions for the organisation.

*Reasoning and Decision Making*

Develop formulate and present policy proposals which determine the overall direction of the council, maintaining awareness of economic, technical and other factors which affect these policies.

*Technical*

Undertake a high level of complex research work.

Undertake complex project work which may involve all operational areas of council.

Operate as a specialist consultant.

**Indicative Classifications**

- Assistant Deputy Health Surveyor
- B4 - Chief Librarian
- Community Services Co-ordinator
- Deputy Chief Town Planner
- Deputy Chief Health Surveyor
- Deputy Engineer
- Deputy Clerk
- B4 - Director - Community Services
- Senior Engineer
- Town Planner
- Treasurer
- *Indicates classification skill level may also be in Level 3*
- B4 *Indicates classification skill level may also be in Band 4*

**10 Band 4: Executive**

Entry level rate of pay \$ per week

Level 1	820.00
Level 2	1,025.00
Level 3	1,281.30
Level 4	1,537.50

### General Description

Jobs which are executive managers within council, either at general manager or director/department head level.

Positions in the Executive Band can be described as those which have a management focus upon the attainment of operational and strategic objectives.

Executive positions all require the same generic range of abilities. **The determining factors for selecting the appropriate level are the extent and complexity of duties involved in a position.**

### Key Entry Points

- *Promotion from the Professional/Specialist Band having successfully completed appropriate management training.*
- *Recruited from the external workforce with suitable management qualifications and experience.*

#### Clause 5 - Skill Descriptors Executive Band

**Authority and accountability:** Accountable for the direction and control of council or a department or the like. Influence and commit council or a department or the like to long term strategic directions. Lead policy development and implementation.

**Judgement and problem solving:** Positions solve problems through analytic reasoning and integration of wide ranging and complex information, and have a high level of independence in determining direction and approach to issues.

**Specialist knowledge and skills:** The position requires the application of a range of specialist knowledge and skills including relevant legislation and policies and other areas of precedent. Ability to provide authoritative advice to council.

**Management skills:** Application of corporate management skills in a diverse organisation to establish goals and objectives. Manage and control staff, budgets and work programs or major projects of council or a department or the like utilising leadership, evaluation and monitoring skills to facilitate achievement of objectives. Ability to generate innovative approaches to more effectively deploy resources, meet changing circumstances and improve service to the council's clients.

**Interpersonal skills:** Positions use persuasive skills with external parties on major items of critical importance to council. They motivate managers and staff at all levels by leading and influencing others to achieve complex objectives. They influence the development of the council.

**Qualifications and experience:** Positions will have a relevant degree or equivalent and management experience, combined with accredited management qualifications.

## Work Characteristics

Executive positions are likely to have the following characteristics:

- Position holders provide information and advice to council, committees, elected members, section managers and other staff members. They may direct the activities of line managers and/or professional/specialists which is a very important or an essential part of their work. Positions are often required to solve problems in matters relating to a whole range of complex issues, from the requirement for persuasive and negotiating skills to interaction with the public and senior government and private-sector groups.
- Decision making is fundamental to executive positions and includes accountability for:
  - making critical decisions on new practices and procedures;
  - influencing or establishing the parameters for decisions which create new policies or have a strategic impact on council; and
  - decisions within defined policies and budgets.
- Positions are required to motivate and lead groups within council in the achievement of key objectives.
- Authority and accountability is taken in:
  - the direction and control of people, services and/or equipment where the impact of the position affects the value of the service provided and/or the council's resources;
  - the control of income and/or expenditure in managing projects or programs;
  - exercise of powers and obligations under Local Government and other Acts;
  - the exercise of delegations under Section 530A of the Local Government Act, including such matters as:
    - (a) the approval or rejection of development applications;
    - (b) expenditure undertaken on behalf of council; and
    - (c) the control of staff;
  - exercise of statutory delegations other than the Local Government Act; and
  - the operation and performance of the function or the entire council under their control.
- Positions are usually only constrained by broad council policy.
- Positions require leadership skills and knowledge, which may be acquired through specialist training or through experience in management, including motivating and controlling personnel to achieve council's strategic objectives.
- The attendance at council/committee meetings and the provision of information, advice and guidance.

## Skills

### *Administration*

Formulate policies and procedures and make decisions affecting the department and/or council.

Monitor work against corporate plan/broad corporate objectives.

Apply a good working knowledge of relevant organisations external to council.

### *Evaluation*

Evaluate potential to develop and improve processes and procedures, using conceptual, analytical, creative and professional skills.

Evaluate and be accountable for the department/organisational performance against stated objectives.

### *Finance*

Co-ordinate all aspects of financial management within and outside council.

### *Human Relations*

Solve major personnel and industrial problems without higher reference.

Train and lead others in understanding, accepting and working toward organisation goals.

### *Managing*

Develop and motivate staff at all levels in the setting and/or achievement of either policies, programs or goals.

Generate and co-ordinate the development of major plans, programs, budgets considering the multiple goals of the organisation.

Analyse complex and unique problems and develop solutions which will often require immediate implementation.

Review recommendations against policy and legal requirements, soundness of judgement and political acceptance.

### *Marketing*

Develop, promote and administer a council marketing, development and/or industrial development policy requiring the highest level of representation to organisations and people outside of council.

### *Negotiation*

Frequently undertake negotiations on behalf of council often at the highest levels to a stage of finalisation.

### *Reasoning and Decision Making*

Initiate and finalise conceptually complex matters dealing with a multiplicity of disciplines or functions.

### Transfer to the Executive Band

The Executive Band focuses on categorising each executive position in the council's structure rather than categorising the council as a whole. Councils must, in the first place, identify all executive positions in their present structure that suit the general description of Band 4 discussed above.

Executive positions identified must be arranged in order of importance in the council structure, prior to levels being assigned. A number of factors will have an impact on the level of authority and accountability, complexity of decisions made and the knowledge and skills required in each executive position in the structure. For example:

- *building and development activity;*
- *demography or population profile;*
- *entrepreneurial project management which is conducted by council management;*
- *expenditure;*
- *health and environmental activity;*
- *independence to act or the extent of delegation;*
- *internal structure, whether corporate or traditional;*
- *number of employees;*
- *population of the community served;*
- *population growth;*
- *range of functions provided to the community; and*
- *special community features - eg. large seasonal variation in population.*

Executive positions should be placed in one of the four levels depending on the variations in the six skill descriptors, in addition to the factors listed above.

Variations to the skill descriptors should be assessed by considering the following key assessment factors.

### Key Assessment Factors

#### Authority and Accountability

Position holder would be accountable for the direction and control of a council, department or major function.

These accountabilities imply:

- *responsibility for a significant range of functional activities;*
- *delegated responsibility for staff and operational control;*
- *delegated budgetary planning and expenditure control;*
- *policy and strategy development and resource allocation responsibilities;*
- *accountability to council for performance of responsibilities, some accountability under statutes and a degree of public accountability.*

Accountabilities should be active rather than a list of accountabilities many of which may never be discharged or may only be given superficial attention.

Authority exercised by the position will be a function of council management style and the extent of formal delegation.

Key assessment factors include:

- **size** of organisational unit (staff numbers, supervisory levels, span of control);
- **budget** and resources management responsibility;
- **functional responsibilities** range, level and diversity;
- **policy, strategy** development and advice;
- **external relations** and **impact** of organisational units activity on external environment; and
- **role requirements** - leadership, liaison, information (monitor, disseminate, spokesperson), entrepreneur.

#### **Judgement and Problem Solving**

Position holders solve problems through deductive thinking and using concepts diagnostically. Frequently requires an ability to recognise, understand and evaluate complex information in depth.

Key assessment factors include:

- **nature** and **level** of problem solving/decision making, relates to:
  - need to use deductive reasoning/diagnostic use of concepts;
  - complexity of information processed;
  - research requirement;
  - need for in-depth evaluation and analysis;
  - routine/non-routine character; and
  - need for creative thinking;
- **diversity/range** of subject areas handled;
- **impact** of advice/decisions reached (money values, political implications, areas of organisation affected, external impact);
- **frequency** and **complexity** of high level decisions/problem solving;
- **guidance** available - extent to which policy, procedure, precedent provide guidance to decision making; and
- **time constraints** - need to frequently use judgement and make high level decisions under severe time/work pressures.

#### **Specialist Knowledge and Skills**

Managers require a range of specialist skills and knowledge to perform management

functions at senior council levels. Managers would be required to deal with contentious issues in a range of areas, negotiate and provide authoritative advice to council on such matters.

Skills and knowledge areas may include:

- financial management (estimate preparation, financial reporting, financial planning, program budgeting);
- information management (computer systems, software and programming, report);
- communication (advanced written skills, oral presentations, survey techniques, marketing, public relations);
- specialist knowledge of council/department responsibilities, functions, processes and services;
- legislation, law, policies, codes and precedents;
- administration (records management, work-flow and methods improvement, office equipment);
- technical and operational knowledge in various areas of council activity beyond a given area of professional expertise; and
- knowledge of community infrastructure.

Key assessment factors include:

- **range/diversity** of knowledge and skills areas required; and
- **level** of subject areas in which skills and knowledge required, eg. basic/low level, intermediate, advanced.

### **Management Skills**

Management is the focus of the position.

Management skills and knowledge areas include:

- Human relations - communication, group processes, influencing, accurate self assessment, policy and strategic development; negotiation/conflict resolution, representing/liasing, interpersonal.
- Strategic thinking and planning - goal setting, programming, short-term and long-term planning, policy and strategic development, resources planning, pro-active, information seeking, project management.
- Leadership - climate creation, influencing others, developing others, concern with impact, motivate.
- Organisational development - culture development, facilitation, planning change,

diagnosis.

- Performance management - climate setting, setting standards, systems and procedures development, monitor and review.

Key assessment factors include:

- **range/diversity** of knowledge and skills areas required; and
- **level** of subject area in which skills and knowledge required, eg. basic skill level, intermediate, advanced.

### **Interpersonal Skills**

- Ability to influence, negotiate and communicate with internal and external parties.
- Skill areas include dealing with group processes, interviewing, negotiation, meetings, oral presentations, leading and influencing others in a range of situations, discipline and conflict management, counselling, training/developing others, diagnostic skills, handling the liaison with external organisations and individuals and representing the council.

Key assessment factors include:

- range/diversity of knowledge and skill areas required; and
- level of skills and knowledge required.

### **Qualifications and Experience**

#### **Individual/Personal Qualities**

- Effective management performance is linked to individual qualities as well as management and specialist knowledge, skills and experience. Individual qualities considered to influence management performance include; ability to apply conceptual, analytical and creative skills, the ability to apply an adaptable and flexible approach and ability to achieve.

#### **Tertiary Training**

- Tertiary level qualifications, preferably at degree level or equivalent, combined with accredited management qualifications would be expected, consistent with the need for high level education, specialist skills requirements, and the fact that such managers deal with staff and clients who have received education at this level.

#### **Management Experience**

- Individuals moving into the Executive Band positions should have demonstrated management competence in appropriate management positions.

Key assessment factors:

- Individual qualities - to be assessed by councils.



- Tertiary training - degree, accredited management qualifications.
- Management experience - low, intermediate/normal, high - related to standard required for the particular level.

### Indicative Classifications

Jobs in this band are executive managers within council, either at general manager or director (department head) level and may include, but not limited to the following indicative classifications:

- |    |  |
|----|--|
|    | Chief Health and Building Surveyor       |
|    | Chief Town Planner                       |
| B3 | Chief Librarian                          |
|    | Chief Engineer                           |
|    | Director - Corporate Services            |
|    | Director - Environmental Services        |
|    | Director - Works and Technical Services  |
| B3 | Director - Community Services            |
|    | General Manager                          |
|    | Town Clerk                               |
| B3 | Indicates position may also be in Band 3 |

### Examples

Set out below are examples of levels appropriate to some positions in Band 4. Titles and descriptions used are examples only and do not preclude other classifications.

Typical descriptions of Level 1 positions are:

- *Town or shire clerk in a council which services a small population often in disparate locations. Services provided to the community are limited to those typical of small councils. The position has general control of staff and is accountable for the performance of the administrative and finance function.*
- *Shire or chief engineer - managing engineering in a council where works expenditure is the major item in a relatively small budget. The number of employees in the engineering function is relatively small in comparison with other councils, however this represents the majority of total council employees.*  
*Development activity and population growth is stable or relatively low resulting in services being directed toward existing infrastructure. The position is accountable for the performance of the department.*
- *Chief health and building surveyor - managing health and building in a council which services a small population where there is a steady flow of building and development activity.*

*Positions would have delegated authority to approve or reject applications, not subject to objection, within policy guidelines. The position is accountable for the performance of the department.*

- *Chief town planner - managing the planning in a council that services a small population where that is a steady flow of planning and development activity. Positions have delegated authority to approve and reject applications, not subject to objection, within policy guidelines. The position is accountable for the performance of the department.*

Typical descriptions of Level 2 positions are:

- *General manager of council which services a small population. The position is characterised by: basic functions, small number of employees, development and population growth stable or low and relatively low expenditure (essentially works). The position is accountable for the performance and strategic direction of all functions within council with extensive delegations to act.*
- *Town or shire clerk in a council which services a medium population. The range of services extends beyond those central to Local Government and have an impact on the complexity of the budgeting and administration process. The position has general control of staff and is accountable for the performance and strategic direction of the administrative and finance function.*
- *Chief engineer - managing engineering in a council with a medium population with employee numbers and budget which enable the provisions of a broad range of engineering services in a council. There is a significant level of activity on the maintenance and upgrading of existing infrastructure with additional focus on the development and implementation of new services. The position is accountable for the performance and the strategic direction of the department.*
- *Chief health and building surveyor - managing health and building in a council with a medium population which has a significant level of building and development activity in industrial, commercial and residential application. The environmental health and needs of the community are diverse, constant and moderately complex. Positions would have delegated authority to approve or reject applications, within policy guidelines. The position is accountable for the performance and the strategic direction of the department.*
- *Chief town planner - managing town planning in a council with medium population which has a significant level of planning and development activity in industrial, commercial and residential applications.*

*The planning needs are diverse, constant and moderately complex. Position would have delegated authority to approve and reject applications within policy guidelines. The position is accountable for the performance and the strategic direction of the department.*

Typical descriptions of Level 3 positions are:

- *General manager of a council which services a medium population. The position is characterised by: a diverse range of functions, an average number of employees, a diverse population profile, development and population growth increasing and an average level of expenditure. The position is accountable for the performance and strategic direction of all functions within council with extensive delegations to act.*
- *Town or shire clerk in a council which services a large population with diverse and complex needs. Revenue and expenditure budgets managed are substantial. The position has extensive delegations of authority to act on behalf of council.*
- *Chief engineer/director of works - managing engineering in a council with a large works budget and a significant number of operational, trades, technical and professional employees. A comprehensive range of works and services are provided in a council with a large population experiencing sustained growth. The position is accountable for the performance and strategic direction of the division/department with appropriate delegations to act.*
- *Chief health and building surveyor, chief town planner and/or director of environmental services - managing health and building and/or town planning functions in a council with a large population experiencing sustained growth and resultant impact on building, planning and development activity. The health and environmental needs of the community are complex and at a high volume.*

*The position is accountable for the performance and the strategic direction of the department. The position has extensive delegations to act on behalf of council.*

A typical description of a Level 4 position is:

- *General manager of a council which serves a large population with diverse and complex needs. The position is characterised by: a comprehensive range of functions, large expenditure, a large number of employees, a diverse population profile and sustained development and population growth. The position is accountable for the performance and strategic direction of all functions within council with extensive delegations to act.*