

<b>POSITION:</b>	<b>General Manager, Strategy and Customer Experience</b>
<b>CLASSIFICATION:</b>	<b>Band 8</b>
<b>REVIEW DATE:</b>	<b>December 2022</b>
<b>CONTRACT:</b>	<b>Fixed Term position 16 January –30 June 2023</b>

## Casey Cardinia Libraries

Casey Cardinia Libraries (CCL) is one of Victoria's largest public library services. We are funded principally by City of Casey and the State Government. We support a rapidly growing and diverse community of more than 365,000 people.

Our libraries are located at Cranbourne, Doveton, Endeavour Hills, Hampton Park, and Narre Warren.

## Our Vision

Inspiring spaces where everyone is free to discover possibilities.

## Our Values and Guiding Behaviours

### Creativity

- Thinking of new ways to do things is crucial to our success
- We challenge the status quo, if we believe a better way is possible
- We cultivate creativity in others

### Teamwork

- When we all contribute, we excel
- We look out for each other
- We play to each other's strengths
- We work with our community

### Social Intelligence

- We are mindful of people's feelings
- We know what to do to put others at ease
- We are kind, compassionate and look for the best in each other

### Fairness

- We treat people fairly and recognise them as individuals
- We do not let our personal feelings bias our decisions about others
- We actively support social inclusion and connection
- We are accountable for our behaviour

### Love of Learning

- We love learning about new things.
- We believe there is always an opportunity to learn
- We learn from each other

### Humour

- Our humour enables us to express how we feel.
- We like to laugh, bringing smiles to other people
- We use humour to build connections and create a positive experience for everyone

## Our Approach

- We put people first
- Pay it forward
- Follow up and reciprocate good deeds
- Help each other grow
- Share our stories and learn from each other
- Share ideas freely
- Quick little steps
- Give new things a go
- Momentum not perfection
- Encourage each other to take calculated risks
- Build confidence and resilience by working to our strengths
- Encourage authentic and courageous conversations
- Embrace the opportunity to learn when, things don't go as planned
- Acknowledge our partners
- Celebrate success

## Position Objectives

### Operational

- Ensure the delivery of innovative and customer focused service consistent with CCL's vision, values and objectives
- Ensure delivery of high-quality library collections and procurement
- Oversee CCL's delivery of targeted programs and services (children's and adults) through direct engagement with stakeholders and community organisations
- Lead the continuous improvement and development of CCL by supervising front-facing services teams
- Oversee marketing and promotion of the library service
- Monitor KPIs linked to key areas of responsibility to identify and address community needs

### Strategic

- Contribute to the design and development of an innovative and customer focused library service
- Review, establish strategic priorities to convert to quantitative actionable plans
- Forecast and analyse service performance to help facilitate accurate budgeting, resource planning and goal setting
- Contribute to development and implementation of CCL Library Plan
- Review service delivery and goals to identify potential strengths, weaknesses and opportunities
- Actively seek out, nurture and develop partnerships to support 'a culture of collaboration and innovation'
- Manage and continuously evaluate resources, systems and processes to optimise expenditure with constructive solutions and preventative planning
- Provide positive leadership as a member of the Executive Team, upholding CCL's values and behaviours at all times
- Support CCL through effective change management with a focus on building skilled, productive and happy teams

## Key Responsibilities and Duties

### 1. Leadership

- Understand and deliver change management principles and practises that support a positive workplace environment
- Create culture of continuous-improvement and evaluation to enable us to deliver a dynamic and innovative library service across the region
- Contribute to the planning, development and implementation of CCL policies, strategies and action plans
- Prepare reports for the Chief Executive Officer and the Board
- Support and check in with staff to ensure achievement of the workplace priorities and actions
- Identify skill gaps and training opportunities to ensure CCL teams are built for growth
- Supervise direct reports including senior Specialist library staff and Branch Managers

### 2. Collection Development

- Contribute to the development of CCL Annual Budget and Strategic Resource Plan and manage relevant collection budgets in line with CCL's Collection Development Policy
- Monitor the application of CCL's Collection Development Policy
- Oversee the acquisition, cataloguing and processing of library materials including outsourced services efficiencies

### 3. Marketing and Promotion

- Oversee the development of CCL's Annual Marketing Plan
- Develop strategic partnerships, investigate grants and other fundraising opportunities
- Oversee CCL volunteer engagement and management
- Understand emerging issues and trends in relation to public library and community services sectors

#### **4. Community Engagement and Outreach**

- Oversee the development of programs and activities related to children and young adults 0 to 18 years with a focus on literacy, language and lifelong learning
- Oversee services to housebound and aged/residential care members
- Mentor branch managers/team leaders in developing community links and relevant, innovative programs and services
- Foster strong partnerships with member Council Officers/teams, to extend the reach and impact of CCL services

#### **Selection Criteria**

- Understanding and commitment to CCL Vision, Values and Objectives
- Knowledge, experience and understanding of procurement and public library collections preferred
- Experience and understanding of library programs and services for children and adults
- Developed skills in marketing and promotion
- Demonstrated knowledge of local communities, their needs and future planning
- Understanding and appreciation of public libraries
- Proven Change Management experience and ability to provide positive leadership in a complex work environment, building high performance teams
- Demonstrated ability to foster positive relationships and collaborative partnerships
- Executive leadership experience including strategic, project and risk management
- Track record in positive stakeholder engagement
- Degree or Post Graduate qualification in a relevant discipline
- Willingness to undergo National Police Check
- Working With Children Check – mandatory requirement (Child Safe Standards 2017)
- Drivers licence

#### **Organisational Relationships**

Reports to:	Chief Executive Officer
Oversees:	Community Engagement Co-ordinator, Collections Manager, Marketing Manager, Branch Managers and Team Leaders
Supervises:	Customer Service Teams, Collections Team; Marketing Team
Internal liaisons:	Executive Team, Leadership Team, Regional Support staff and branch staff
External liaisons:	Suppliers, Council Officers, Board Members, Councillors. Community members, professional colleagues, sponsors and funding bodies.

#### **Accountability and Extent of Authority**

- In consultation, develop policy for collection development and customer services, including information, targeted programs and promotion
- Authorise expenditure of approved items, manage resources, set priorities and control budgets allocated within areas of responsibility
- Create and maintain accurate and complete records of the business activities related to this position.

#### **Judgment and Decision Making**

- Identify and resolve problems relating to Customer Services activities

- Identify new ideas and directions for collection development, customer services, including information, targeted programs and marketing
- Make decisions, establish priorities and direct the collection development, programs and marketing budgets, with reference to policies already formulated

### Specialist Skills and Knowledge

- Experience in developing, negotiating and managing a range of agreements and contracts with external parties
- Change Management experience and ability to provide positive leadership in a complex work environment, building high performance teams
- Executive level experience including strategic, project and risk management
- Stakeholder engagement

### Managerial Skills

- Experience successfully leading staff in a complex and changing environment
- Demonstrated ability to analyse complex issues to formulate, review, develop and implement policies and processes
- Ability to lead, inspire, motivate and manage staff from all levels of the organisation

### Interpersonal Skills

- Effective verbal and written communication skills with a demonstrated ability to provide informed advice and prepare high level reports
- Demonstrated ability to build positive relationships and collaborative partnerships with external stakeholders and organisations
- Ability to communicate and promote the organisation to the community, liaise and consult with colleagues, represent the organisation on appropriate professional committees

### Qualifications and Experience

- Degree or Post Graduate Diploma with substantial leadership experience
- Local Government, community services and public library experience highly regarded
- Knowledge of public library social and cultural goals, theory and practice

### Conditions of Employment

Conditions of employment are as per the Casey Cardinia Library Enterprise Agreement, CCL policies and procedures and the letter of offer.

- **Employment Status** – prior to commencement of duties the successful applicant must provide proof of permission to work in Australia
- **Health Declaration** – the preferred applicant will be required to complete a Health Declaration form as part of the conditions of employment
- **Hours** – based on the 38 hour a week employment model, no rostered evening or weekend work required
- **Overtime** – any required overtime will be paid at appropriate penalty rates
- **Multiskilling** – the employee may be directed to carry out any duties within the limit of his/her skills, competence and training, provided that such duties do not promote a narrowing of their skill base
- **Qualifying Period** – as per the Fair Work Act 2009 and Regulations – 3 months
- **Recreation Leave** – annual leave must be taken at times that are mutually agreeable to both employee and employer, within twelve months of it falling due
- **Risk Management** – employees are responsible for taking all reasonable steps to ensure they are aware of the inherent risks associated with their work and for taking appropriate action to minimise or eliminate such risks

- **Sick Leave** – a medical certificate may be required for any absence and must be provided for sick leave exceeding three working days or absence on the working day before or after a rostered day off (if applicable), annual leave, LSL or public holiday
- **Smoking** – smoking is prohibited within all Library buildings and vehicles
- **Working with Children Check** – mandatory (Child Safe Standards 2017)

## Inherent Physical Requirements

It is important that an employee understands the physical requirements involved in carrying out the duties of the positions.

Requirements	Frequency		
	Possible	Occasionally	Regularly
Passive			
Ability to stand for extended periods for the purpose of using a computer		✓	
Ability to sit for extended periods for the purpose of using a computer, travelling to various locations and attending a range of meetings			✓
Ability to read computer screens and fine print on documents for the purposes of researching various policy options			✓
Ability to communicate clearly both verbally and written			✓
Ability to drive a vehicle for the purpose of attending various work and other locations within the corporation, along with meetings outside the corporation.			✓
<b>Manual Handling</b>			
Repetitive arm movements and manual dexterity for undertaking computer work and handling documents and files			✓
<b>Agility</b>			
Bending and stretching, including knee bending		✓	

***Note:** This template does not represent an exhaustive account of all job factors however it forms a basis to guide staff and medical professionals as to the activities for which a personal capability must be sustained.*

All staff is reminded that they should follow Health and Safety regulations and the Corporation's Health and Safety Manual Handling Policy when performing their duties.

**Staff Member:**

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**Signature:**

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**Date:**

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**Authorised:** Beth Luppino CEO

**Date:** December 2022