



# NORTHERN LAND COUNCIL

## Position Specification

- 1. Title:** Manager Commercial and Community Projects
- 2. Level:** Section Manager
- 3. Branch:** Commercial Projects and Development Branch
- 4. Position Objectives:**
  - The Manager Commercial and Community Projects provides leadership and focus to the Commercial and Community Projects Unit in the delivery of organisation-wide Commercial and Community Projects services.
  - The Manager Commercial and Community Projects also provides advice to the General Manager Commercial Projects and Development on a range of governance and project service issues and works closely with other managers in implementing organisational policy/strategy.
  - Ensure a culture of professionalism that reflects the corporate identity and direction.
  - Contribute to Corporate, Strategic Management, Financial and Business Plans with particular responsibilities for:
    - Planning matters relating to Project Services functions;
    - Section 19 matters;
    - Compliance with the NLC's statutory corporate obligations.
  - Work with all other NLC staff to ensure that the major S19 strategies, projects and initiatives embarked upon by the NLC are integrated and cohesive.
  - Maintain an effective working relationship with Northern Land Council Full Council and Executive members and attend Executive and Full Council meetings as required.
  - Promote and project the Northern Land Council's commitment to serve the Traditional Owners within the Northern Land Council's jurisdiction.

## **5. Key Responsibilities:**

- Lead the development and implementation of projects policies, processes and services, encouraging quality management practices, continuous improvement, innovation and the adoption of best practice approaches for the Commercial and Community Projects Unit.
- Contribute at a strategic level to the development and implementation of appropriate financial and workforce strategies to ensure good governance and the ongoing development of organisational capability for the Commercial and Community Projects Unit.
- Provide high-level analysis and advice on S19 project matters, including compliance, risk management and organisational performance issues impacting across the NLC.
- Ensure the Northern Land Council's compliance with legislation and policy frameworks relevant to project and governance activities for S19 matters.
- Provide effective leadership and management to Commercial and Community Projects Unit staff (including regionally located staff) to ensure that they are suitably skilled and motivated to undertake their responsibilities.
- Maintain a safe, healthy and effective working environment for all Commercial and Community Projects staff, and a secure environment for information and facilities, through the review, implementation, and monitoring of appropriate infrastructure and practices.
- Develop and maintain partnerships with stakeholders, within and external to the NLC, including employee representatives, Government agencies and consultants for S19 matters.
- Within the organisation develop a strong and united Commercial and Community Projects team. Develop future leaders and encourage growth and development of staff.
- Provide information to the Senior Management Group as directed by the General Manager Commercial Projects and Development.
- Identify and analyse issues and opportunities relevant to the functions of the Commercial and Community Projects Unit and recommend appropriate policy strategies and actions.
- Assist the General Manager Commercial Projects and Development in representing the Northern Land Council in an official capacity as required in negotiations with external agencies to ensure a favourable outcome for the Northern Land Council.

- Develop and implement comprehensive and integrated planning strategies for the Commercial and Community Projects Unit.
- Inform the General Manager Commercial Projects and Development of all legislation, or proposed legislation, of the Territory or Commonwealth Governments that does or may bear upon or affect the operations of the Commercial and Community Projects Unit of the Northern Land Council and make recommendations.
- Liaise with external organisations and individuals to represent the interests of the Northern Land Council as appropriate regarding S19 matters.
- Promote and project the Northern Land Council's commitment to serve in the best interests of the Traditional Owners within the Northern Land Council's jurisdiction.
- Provide support to the General Manager Commercial Projects and Development as required.
- Assist the General Manager Commercial Projects and Development to identify trends, developments and opportunities, which exist or may exist with potential for significant impact on Traditional Owners.
- Work to ensure that the Northern Land Council Strategic Plan (or successor document) meets the future needs of the Northern Land Council and develop and implement comprehensive and integrated planning strategies for the Commercial and Community Projects Unit.
- Develop and maintain a rolling 3-5 year projects plan for the Commercial and Community Projects Unit.
- Develop and maintain an effective working relationship with traditional owners and to promote a positive public image regarding S19 matters.
- Prepare, submit and achieve annual estimates, which meet budget, legislative requirements and appropriate quality and environmental practices for the Commercial and Community Projects Unit.
- Ensure that the Commercial and Community Projects Unit's resources are deployed and used economically and effectively; that relevant records are maintained and that effective human resources management practices apply.
- Prepare annually, preliminary estimates for consideration in the context of the annual budget and monitor performance against budget for the Commercial and Community Projects Unit.
- Chair appropriate forums, briefing meetings, public seminars and related events for the betterment of services provided to traditional owners and ensure the efficient servicing of committees as required by the General Manager Commercial Projects and Development.

- Monitor emerging project trends and assist with the development and implementation of appropriate strategies to ensure the Northern Land Council achieves its corporate goals and objectives for the Commercial and Community Projects Unit.
- Develop an improved understanding of project management practices within the organisation, apply appropriate corporate practice and be an active participant in management issues for the Commercial and Community Projects Unit.
- Provide policy advice to the Northern Land Council in relation to the statutory requirements of a statutory authority legislated by the CAC Act, Aboriginal Land Rights (Northern Territory) Act, the Native Title Act and other relevant legislation for the Commercial and Community Projects Unit.
- Responsible for administration of the Northern Land Council's permit system.
- Responsible for other regional development matters as directed by the General Manager Commercial Projects and Development.

## **6. Occupational Health and Safety Responsibilities**

### **As a Manager Commercial and Community Projects, you must:**

- Provide information, instruction and training to ensure that each employee is:
  - Safe from injury and risk to health.
  - Able to effectively and efficiently carry out the job.
  - Provided with adequate opportunity to maintain or improve work related skills.
- Ensure Health and Safety obligations are met within area of responsibility.
- Respond to employee's concerns and enquiries on health and safety whether made directly or through Safety Committee Representatives.
- Induct new employees or those moving to new tasks.
- Ensure that all Injury Management obligations within area of responsibility are met.
- Monitor and develop employees' skills.
- Develop safe working procedures.
- Assist with regular organised hazard inspections:

- Inspect work arrangements, work processes, work areas and equipment.
  - Regularly analyse procedures and systems of work.
  - Consult with Occupational Health and Safety Committee Representatives.
  - Recommend appropriate corrective action within specified time frames.
  - Give employees' feedback.
- Report and investigate accidents and incidents:
    - Assist in determining factors that contributed to an accident.
    - Take corrective action within a specified time frame.
    - Consult with Safety Representatives.
    - Prioritise correction action.

## **7. Organisational Relationships:**

**Reports to:** General Manager Commercial Projects and Development

**Supervises the following sections:** Commercial and Community Projects Unit

**Internal Liaisons:** Chief Executive Officer  
 General Manager Commercial Projects and Development  
 Branch Managers  
 Section Managers  
 Staff  
 Full Council and Executive Members of the Northern Land Council

**External Liaisons:** General Public  
 Community Organisations  
 Other Land Councils'  
 Statutory Authorities  
 Industry & Professional Associations  
 Government Agency Representatives

## **8. Extent of Authority**

- The Manager Commercial and Community Projects works under broad direction of the General Manager Commercial Projects and Development.
- The Manager Commercial and Community Projects has the authority to:

### **Expenditure**

Commit the Council to expenditure:-

- In respect to those items previously approved, and delegated to the Commercial and Community Projects Unit Manager from time to time

for implementation through the Northern Land Council Financial Instructions.

- In respect to routine administration expenditure as adopted within the approved estimates and within the limits of the amount provided in the estimates for the particular purpose.

Subject to any restrictions imposed from time to time.

### **Staff**

To make recommendations to the General Manager Commercial Projects and Development on appointment, classification, performance, discipline and dismissal of those staff for whom the Manager Commercial and Community Projects has supervisory responsibility (including staff located in regional areas).

### **Other**

- Meet requirements and objectives of the adopted Strategic, Management and Business Plan.
- Delegations as per relevant procedural instructions.

## **9. Requirements for the Position**

Skills, knowledge, experience and/or qualifications, and training are those required to meet the Performance Criteria contained in this Schedule and to comply with the requirements as contained in the Branch Manager's Annual Performance Agreement.

### Skills

1. The ability to integrate activities and functions within the Commercial and Community Projects Unit.
2. The ability to select, retain, manage, motivate and lead staff both individually and in groups.
3. The ability to analyse and solve problems.
4. The ability to use modern management tools and to develop a culture of continuous improvement.
5. Good strategic planning and management skills.
6. The ability to interface with, respond to and advise Executive and Full Northern Land Council members.
7. Ability to interface and negotiate with senior management in State, Territory and Federal Government Departments and senior management in the private sector.

8. Sensitivity to all stakeholders, with a strong customer service and public relations emphasis.
9. Excellent oral and written communication skills.

#### Knowledge

1. Thorough knowledge of Land Council legislation and of other areas of legislation which do or may impact on the Northern Land Council's S19 operations.
2. Thorough knowledge of Award requirements and Industrial Relations matters.
3. A thorough understanding of the process of planning by evaluating revenues, establishing goals and strategies and formulating a sound decision making process for the Commercial and Community Projects Unit.
4. A thorough understanding of organisational processes and human resource management.
5. Extensive knowledge and understanding of the Northern Land Council's policies and procedures.
6. A hands-on knowledge of organisational management techniques relevant to the position.
7. An extensive knowledge of project management.
8. Working knowledge of organisational policies and requirements.
9. A knowledge of Aboriginal culture and society, and the issues affecting Aboriginal people in the Northern Territory and an ability to communicate effectively with Aboriginal people.

#### Experience and/or qualifications

##### *Essential*

Tertiary qualifications in management/project management. Significant relevant management experience.

##### *Desirable*

Land Council experience at a supervisory level.

Familiarity with the Northern Territory environment.

### **Other Requirements**

- Travel to regional offices, remote areas of the NT and interstate will be required from time to time. Method of travel will vary – Land Council vehicle (including 4 wheel drive), small passenger plane, and commercial plane. Nature of accommodation provided may also vary as from camping out at a remote location to normal commercial accommodation.
- A valid Class “C” Drivers Licence is required as is the willingness to travel to remote areas in the NT and interstate on Land Council business.

### **10. Performance/Skill Standards:**

Position responsibilities as outlined in the Position Description are achieved to the satisfaction of the General Manager Commercial Projects and Development.

Additionally:-

- i) The Manager Commercial and Community Projects and the General Manager Commercial Projects and Development shall sign a performance agreement within three months of the commencement of employment and thereafter annually on a financial year basis.
- ii) The performance agreement shall set strategic objectives and performance measures consistent with the position description and responsibilities of the employee.
- iii) Performance shall be monitored on a six-monthly basis and reviewed annually by the General Manager Commercial Projects and Development.
- iv) The General Manager Commercial Projects and Development shall give the employee at least seven days notice in writing that a performance review is to be conducted.
- v) Within one month of the conclusion of a performance review the General Manager Commercial Projects and Development shall prepare and send to the employee a statement which sets out:-
  - a) the General Manager Commercial Projects and Development conclusions about the employee during the period the subject of the performance review;
  - b) any proposal by the General Manager Commercial Projects and Development to vary the performance criteria as a consequence of the performance review; and
  - c) any directions or recommendations made by the General Manager Commercial Projects and Development to the employee in relation to the employee’s future performance.

The performance of the Manager Commercial and Community Projects will be measured by:

### **General Skills and Accomplishments**

|   | <b>Key Results Area</b>                                     | <b>Objectives and Performance Measures</b>  |
|---|---|---|
| 1 | Customer Service  | <ul style="list-style-type: none"> <li>• Improve the levels of customer satisfaction within the Northern Land Council services.</li> </ul>  |
| 2 | Leadership  | <ul style="list-style-type: none"> <li>• Provide appropriate support and direction to staff.</li> <li>• Recommend initiatives to support the Northern Land Council's Strategic Plan.</li> <li>• Display judgement and decisiveness.</li> <li>• Provide an innovative style of management through open and visible methods.</li> <li>• Undertake new assignments and deal with difficult tasks.</li> <li>• Meet time deadlines.</li> <li>• Contribution as a Team Member to communication, moral, productivity and service quality.</li> </ul> |
| 3 | Human Resource Management                                   | <ul style="list-style-type: none"> <li>• Ensure the implementation of appropriate principles of personnel management and industrial relations including EEO.</li> <li>• Identify and implement workplace reform strategies.</li> </ul>  |
| 4 | Financial Management  | <ul style="list-style-type: none"> <li>• Ensure efficient management and monitoring of Organisational revenue and expenditures for the Commercial and Community Projects Unit.</li> <li>• Meeting reporting requirements.</li> <li>• Develop plans and achieve the long-term financial objectives of the Northern Land Council.</li> </ul>  |
| 5 | Communications  | <ul style="list-style-type: none"> <li>• Provide a clear and accurate communication process for staff, Executive and Full Northern Land Council members and external parties regarding S19 matters.</li> <li>• Maintain public image of position and the Northern Land Council.</li> <li>• Maintain effective relationships with peer groups.</li> </ul>  |
| 6 | Project management – Commercial and Community Projects Unit | <ul style="list-style-type: none"> <li>• Efficient and effective use of assigned resources for S19 matters.</li> <li>• Effective management of Commercial and Community Projects Unit staff, including staff located in regional areas.</li> <li>• Develop with the relevant Managers a project management schedules for the Commercial and Community Projects Unit.</li> </ul>   |
| 7 | Land Council's Relations                                    | <ul style="list-style-type: none"> <li>• Address all the Northern Land Council decisions effectively and comply with all the Northern Land Council requirements applicable to the Commercial</li> </ul>   |

- and Community Projects Unit.
  - Disseminate all appropriate information to Executive and Full Northern Land Council members.
  - Handle Executive and Full Northern Land Council members concerns diligently.
- 8 Strategic Management
- Participate in the development and periodic review of the Northern Land Council's Strategic Plan and forward financial plans relevant to the Commercial and Community Projects Unit.
  - Achieve good working relationships with all levels of government and the private sector.
  - Further improve the Northern Land Council's systems and technology.
- 9 Key Performance Indicators
- Develop and maintain Key Performance Indicators for the Commercial and Community Projects Unit.
- 10 Health Safety & Welfare
- Improve workplace safety within the Northern Land Council for the Commercial and Community Projects Unit.
  - Ensure (within areas of Branch responsibility) compliance with the Northern Land Council's legal obligations under OH&S legislation.
  - Demonstrate commitment and leadership in the area of OH&S.
- 11 Environment
- Develop the Councils capacity to respond to issues on environmental policy and management for the Commercial and Community Projects Unit.

**Employee Name:**

**Date Appointed:**

**Signed by Employee:**

**Date:**

**Prepared By:**

**Date Issued:**