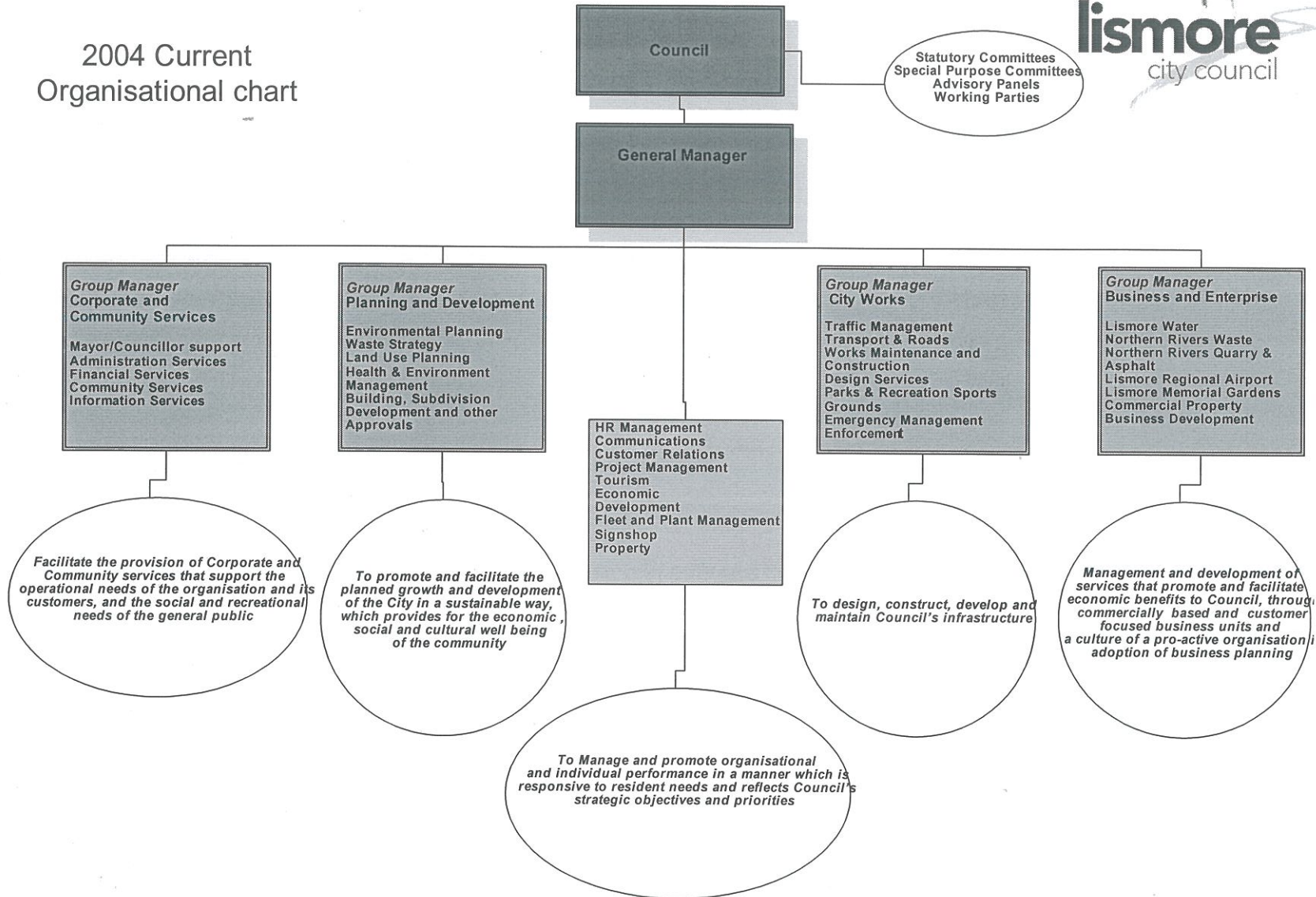


# Current Organisational Structure

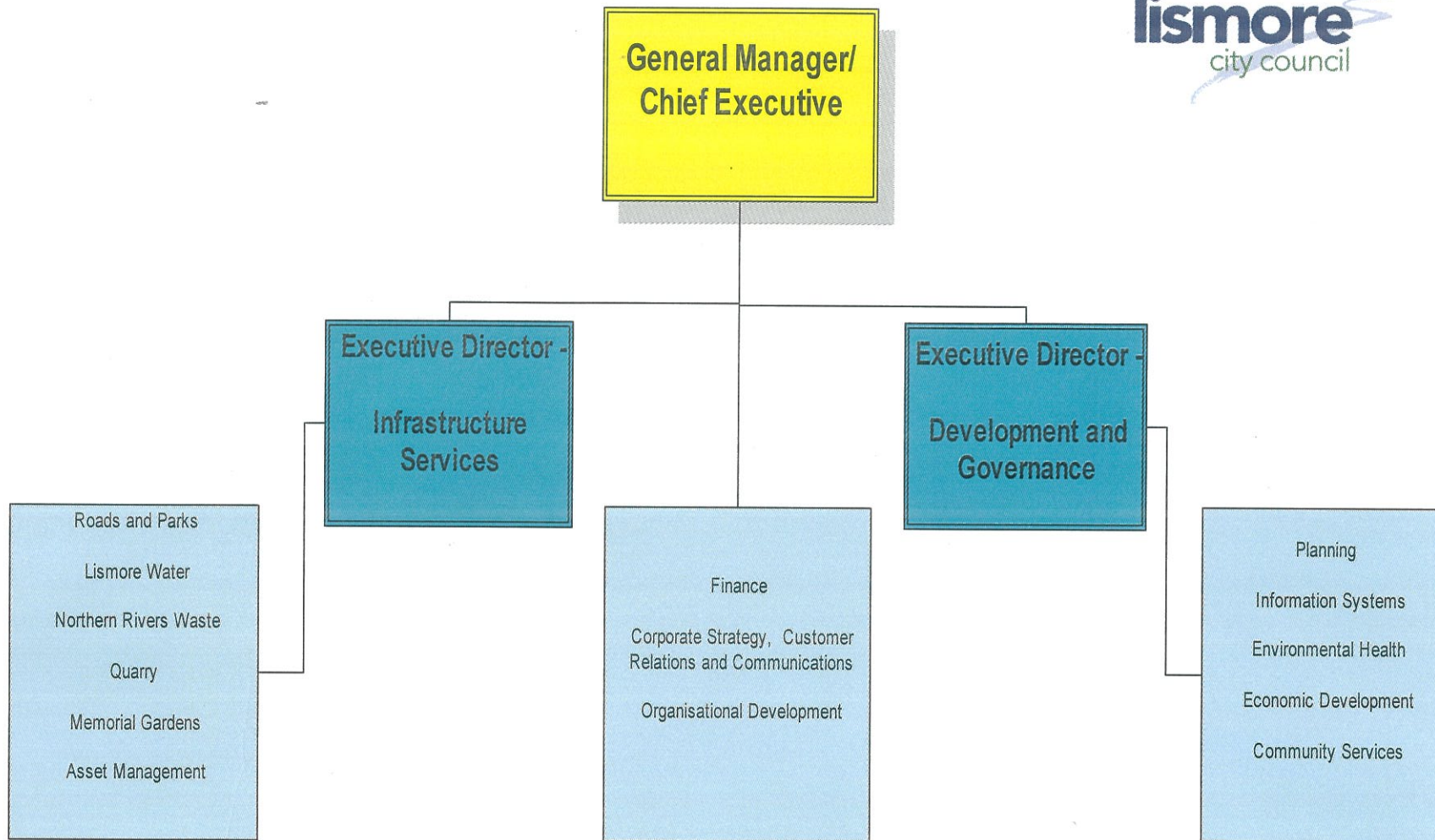


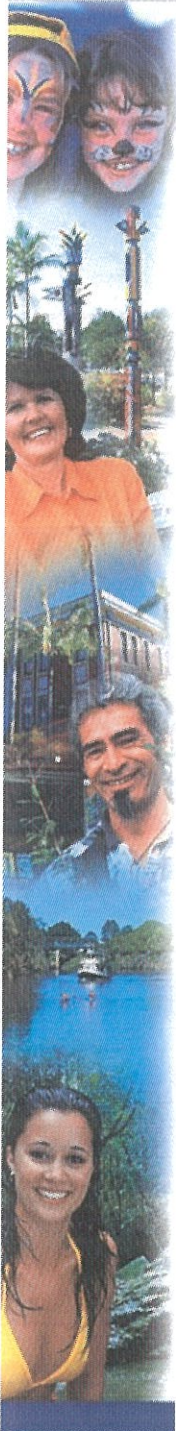
2004 Current Organisational chart



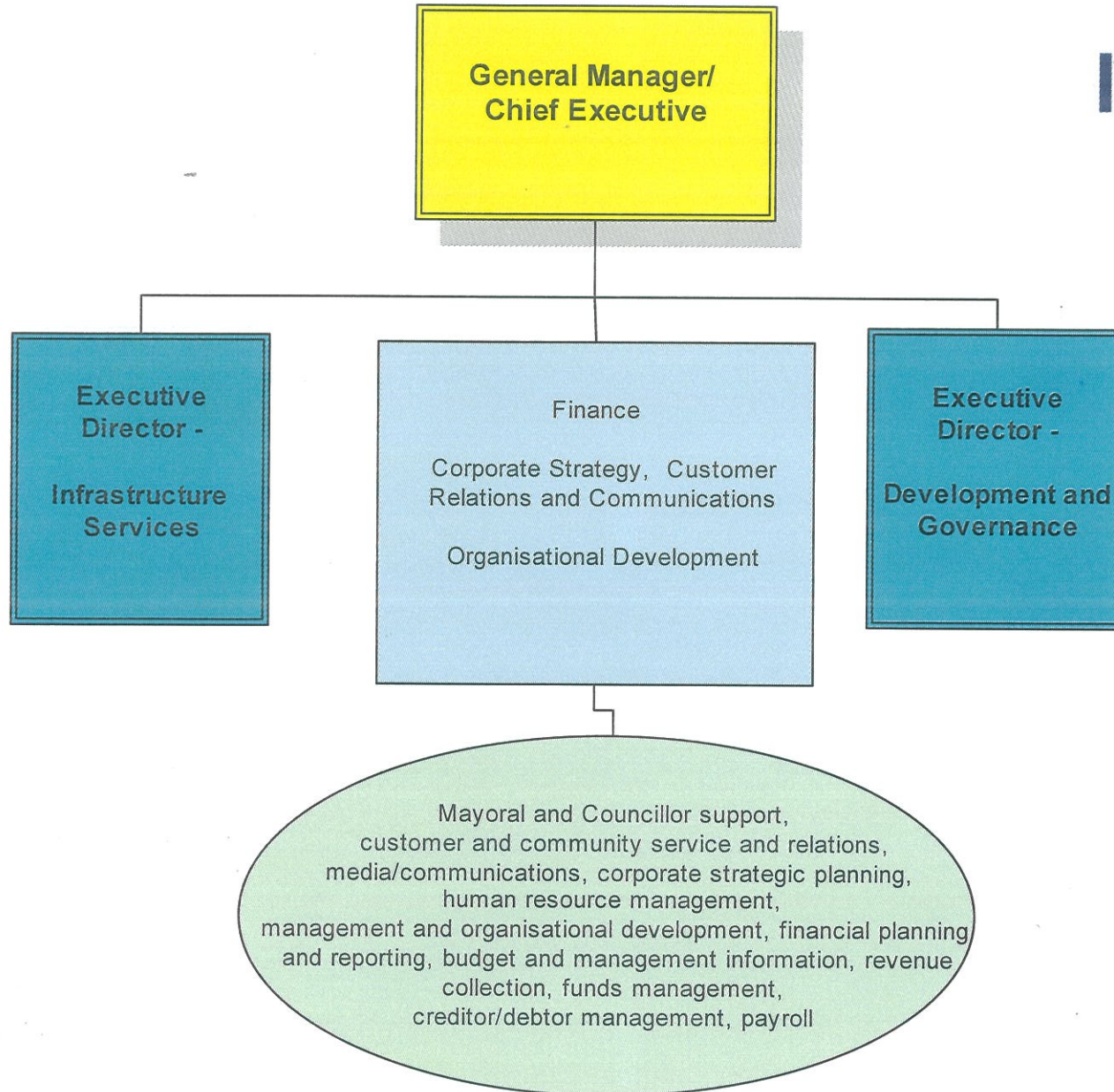


# New Structure – Section 333





# General Manager





# Executive Director – Infrastructure Services

General Manager/  
Chief Executive



Executive Director -  
Infrastructure Services

Roads and Parks  
Lismore Water  
Northern Rivers Waste  
Quarry  
Memorial Gardens  
Asset Management

Road/bridge/drainage, construction/maintenance, water and sewer, waste management and education, quarries/asphalt, crematorium, caravan parks, fleet/plant management, sign shop, building/property, design services, emergency management, cycle way/ footpaths construction/maintenance, parks maintenance, street furniture, roadside maintenance, urban design, risk management, tea tree farm, contract administration



**General Manager/  
Chief Executive**

**Executive  
Director -  
Development and  
Governance**

# Executive Director – Development and Governance



**Planning**  
Information Systems  
Environmental Health  
Economic Development  
Community Services

Planning/building approvals, strategic land-use planning, traffic planning, corporate records management, information systems management and support, pools, art gallery, childcare facilities, youth and children services, age and disability services, social and cultural planning, aboriginal liaison, library services, crime prevention, road safety, public transport, environmental protection, catchments management, on-site sewerage management, public health, local regulations (animals, noise, parking control), airport, tourism, economic development, events management

## Executive Directors

### Common position requirements

#### a) Corporate and Strategic Leadership

- As a key organisational leader, drive achievement of the Strategic and Management Plan and the development of a constructive and effective organisational culture.
- As a member of the Executive Team lead the implementation of a range of corporate initiatives and projects. Promote leadership development and the concepts of peer leadership.
- Generate business opportunities through consultation and forward planning for continual Council leadership.
- Benchmark and lead continuous improvement in customer relations, including building the profile of Council as an industry leader.
- Assist Council in the building and implementation of its forward vision and Strategic Plan.
- Develop management, financial and operational processes and systems and measurements to increase effectiveness of Council to ensure that operational and financial performance are at best practice standards.
- Improve organisational performance and maximise opportunities to work in partnership with all functions across Council.

#### b) People and Change Management

- Develop an organisational culture that values achievement and personal growth as a key to individual team and organisational success, and places importance on shared learning.
- Lead the development and implementation of contemporary people management strategies that will result in:
  - a workforce that meets benchmarks for workplace satisfaction and productivity.
  - a sustainable, effective and constructive organisational culture
  - a workforce that operates in the best interest of the organisation and the community.
- Champion and manage major change processes within responsibility area and across Council that will assist in achieving the strategic goals
- Support the management team in developing personal accountability across Council's operations by providing timely and well-informed advice, effective decision-making, coaching, mentoring and issue resolution.
- Lead a comprehensive approach to workforce planning and management for responsibility area and across Council with a particular focus on people development and performance management. Champion continuous process improvement in responsibility area with particular focus on building ownership of performance management and key performance indicators.
- Implement process re-engineering to develop efficient quality processes with a strong customer focus.

- Champion continuous process improvement in responsibility areas with particular focus on building ownership of performance management and key performance indicators.
- Promote and foster change strategies to ensure ownership at an operational level.
- Provide a role model for all staff by: -
  - demonstrating a willingness to confront issues and deal with them objectively and honestly
  - actively seeking out measurable feedback from staff on his/her people management practices and acting on this feedback
  - showing profound levels of self-awareness
  - involving others in decisions and promoting open discussion
  - valuing self set goals and the acceptance of individual responsibility
  - demonstrating exemplary time management, project management, planning skills

**c) Communication**

- Communicate in a confident, natural style with an ability to 'think on your feet'
- Use excellent communication skills that show a thorough understanding of audience needs and motivations.
- Utilise well-developed interpersonal skills that show high levels of self-awareness and empathy.
- Build and implement a communications strategy that measurably improves the lines of communication, facilitates co-operation between diverse teams.

**d) Skills/qualifications Required**

It is essential that you have proven successful senior local government experience and hold post-graduate qualifications in business, finance or public sector management.

Significant experience in change management, fostering organisational leadership and resolving interpersonal and organisational conflict.

**Essential skills**

- Change leadership
- Exemplary communication
- Negotiation
- Strategic thinking
- People management
- Customer focussed
- Commercial acumen
- Competent financial ability

**Essential attributes**

- Uncompromising integrity
- Self starter
- Strong drive for results
- Pro-activity
- Perseverance
- Sound judgment
- Flexibility