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|  <p>The Greater Metropolitan Cemeteries Trust Lasting memories, peaceful places.</p> | <h2>POSITION DESCRIPTION</h2> |
| Position title | Manager operational excellence |
| Fixed term contract or EBA | Fixed term contract |
| Status | Five year contract |
| Classification: | Contract |
| Hours of work: | 38 hours/week, Mon-Fri during business hours |
| Region: | North |
| Primary location: | North regional office (Fawkner Memorial Park), but will be required to travel to other GMCT sites as and when required |

1. ORGANISATIONAL ENVIRONMENT

The Greater Metropolitan Cemeteries Trust (GMCT) is custodian of 21 cemeteries and memorial parks located within the northern, eastern and western suburbs of metropolitan Melbourne.

Established in 2010 by the Victorian Government following major reforms to Victoria's cemeteries sector, GMCT provides a broad range of cemetery and crematoria services to Melbourne's diverse communities.

GMCT is committed to providing cremation, burial and memorialisation services of the highest quality, delivered in a way that shows care for people and sensitivity to their values and beliefs. GMCT is also committed to building a sustainable business model, taking into account the long term nature of our business.

GMCT consists of approximately 200 employees across all of its sites with the majority of these being employed on a full-time, permanent basis. GMCT also operates to a geographical management structure consisting of west, north and east regions. Administration is conducted centrally from the GMCT head office located in Fawkner.

2. GMCT STRATEGIC PLAN 2016 - 2021

Our Vision:

Lasting memories, peaceful places.

Our Mission:

We provide the final care for your loved ones, with dignity and kindness. We respect all peoples, our heritage, our communities and the environment.

Our strategic theme – *'stepping up and reaching beyond'* – articulates a commitment to our team and our stakeholders to ensure we consistently strive to deliver beyond expectations, challenge perceptions of the industry, improve our service offering, and work with our communities. Our aspirational road map for the next five years will see GMCT focus on four fundamental pillars:

- **Community connections** – we will lead and nurture strong connections with the communities we serve
- **Lasting stewardship** – we are stewards of the community assets we care for now and in perpetuity
- **Operational excellence** – our people will strive for excellence in everything we do, facilitated by innovative and effective technology, systems and processes
- **Change ready agility** – our culture is brave, innovative and collaborative and aligns with our corporate values and strategic goals

These priority areas will underpin and inform initiatives and decision-making over the next five years and ensure we are focused, transparent and accountable, while also allowing GMCT room to respond to new opportunities, challenges and changing needs and expectations.

Our Values:

At the heart of our strategic plan remain our organisational values. GMCT's values inform everything we do and provide the framework for how we conduct our business and how each person goes about their work, regardless of their role in the organisation. Our values are:

Compassion

A staff member who demonstrates the GMCT value of compassion will:

- try to see the situation from the other person's point of view
- respond with sensitivity and kindness to our customers, members of the community and our colleagues
- demonstrate willingness to provide help and support.

Respect

A staff member who demonstrates the GMCT value of respect will:

- show appreciation for the contributions of others
- seek to understand the priorities and needs of others
- provide high quality service
- demonstrate a 'can do' attitude.

Sustainability

A staff member who demonstrates the GMCT value of sustainability will:

- portray a positive image of the organisation to build reputation, even when things are difficult
- use the organisation's resources efficiently
- demonstrate concern for our environment
- identify better and innovative ways of doing things.

Integrity

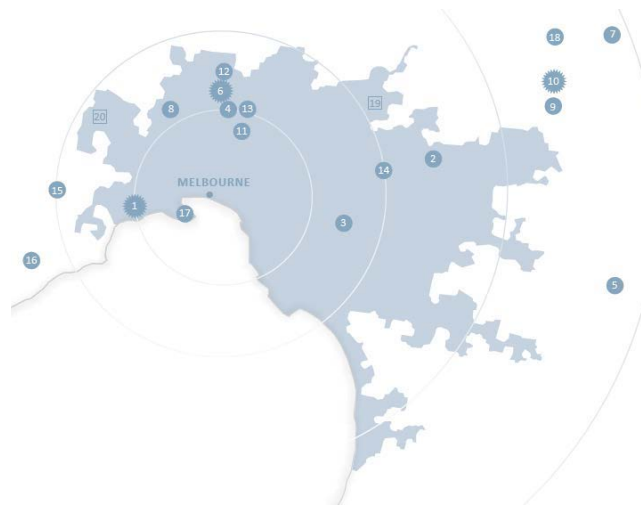
A staff member who demonstrates the GMCT value of integrity will:

- communicate openly and honestly
- meet commitments to others and do what they say they will do
- deliver services in a professional manner
- accept responsibility for their own decisions and actions even when they make a mistake.

3. ORGANISATIONAL STRUCTURE

As depicted below, GMCT includes 21 cemetery sites across metropolitan Victoria:

| | |
|-------------------------------|------------------------------|
| 1. Altona Memorial Park | 12. Northcote Cemetery |
| 2. Andersons Creek Cemetery | 13. Northern Memorial Park |
| 3. Burwood Cemetery | 14. Preston Cemetery |
| 4. Coburg Pine Ridge Cemetery | 15. Templestowe Cemetery |
| 5. Emerald Cemetery | 16. Truganina Cemetery |
| 6. Fawkner Memorial Park | 17. Werribee Cemetery |
| 7. Footscray Cemetery | 18. Williamstown Cemetery |
| 8. Healesville Cemetery | 19. Yarra Glen Cemetery |
| 9. Keilor Cemetery | 20. Plenty Valley – Yan Yean |
| 10. Lilydale Lawn Cemetery | 21. Melton West |
| 11. Lilydale Memorial Park | |



The operational and reporting environment for each of these cemeteries is very much dependent on their lifecycle stage. The cemetery lifecycle moves through a number of stages:

- **Virtual** – the initial identification of new land for cemetery use
- **Establishment** – planning for the development of new greenfield sites and acquired land
- **Peak** - the operation of cemeteries which have high visitation and large numbers of sales
- **Decline** – the maintenance of cemeteries which have limited space available and low visitation rates
- **Perpetual** – the ongoing maintenance of the cemetery into perpetuity

4. POSITION ORGANISATIONAL RELATIONSHIPS

The position of manager operational excellence will form part of the operations directorate and has the following organisational relationships:

| | |
|--------------------|------------------------------------------------------------|
| Accountable to: | Director operations |
| Supervises: | None |
| Internal liaisons: | Executive team, managers, supervisors and other GMCT staff |
| External liaisons: | Contractors, funeral directors and stonemasons |

5. POSITION CONTEXT

The GMCT operations team comprises the director operations, regional managers, senior outdoor supervisors, outdoor supervisors and facilities maintenance manager.

6. POSITION OBJECTIVES

The manager operational excellence provides strategic support and technical expertise on presentation excellence to all supervisors within the operations directorate who are responsible for the burial operations, horticulture, memorialisation, and crematorium business units and to ensure consistency at all GMCT sites.

The manager operational excellence is responsible for ensuring a high standard of presentation at all key client-facing locations across all regions including reception areas, chapels, viewing rooms, public mausoleums, key horticultural locations and main entrances.

The manager operational excellence is responsible for key operational contracts that impact on the presentation of all GMCT sites including the cleaning contract, the street sweeping contract and the weed spraying contract.

This is achieved through effective communication, engagement and collaboration with the operations directorate as well as all other GMCT business units and departments.

7. KEY ACCOUNTABILITIES

The manager operational excellence will work closely with the operations directorate and will be responsible for:

- management of presentation associated with high profile key public areas including reception areas, chapels, viewing rooms, public mausoleums, key horticultural locations and main entrances.
- conducting monthly public realm action plan (PRAG) audits of key client-facing areas of GMCT and making recommendations for improvements
- management of monthly horticultural audits for all regions and dissemination of results to horticultural teams, including training opportunities for horticultural improvement

- managing the spray contract in conjunction with the horticultural supervisors to ensure specifications are being met and a quality outcome is being delivered
- managing the cleaning contract to ensure contract specifications are being met and a quality outcome is being delivered
- managing the street sweeping contract to ensure contract specifications are being met and a quality outcome is being delivered
- providing specific design and technical advice with regard to front entrance horticulture, memorialisation horticulture, annual bed horticulture and high profile garden locations
- providing specific design and technical advice with regard to outdoor garden structures such as seats, bins, signage and information booths.
- managing the provision of indoor plants and flower arrangements for all regions, including in-house and external providers
- managing visual displays and artwork in key client-facing locations including reception areas, chapels and function rooms
- project managing innovative small-scale memorialisation garden opportunities from concept through design and construction management to handover to maintenance teams, including the GMCT art memorialisation project.

A people-focused role, the manager operational excellence will drive a collaborative culture within the operations team, and importantly, the team's commitment to the highest standards of workplace safety.

8. CORPORATE INVOLVEMENT

- Maintain the highest standards of integrity and behaviour in line with GMCT Values and Code of Conduct
- Uphold and enhance the reputation of GMCT
- Participate in the development and review of organisational initiatives and assist in the delivery of organisational goals.
- Participate in regular performance management planning and review processes with immediate manager
- Undertake identified training and development activities/programs
- Provide regular and/or ad-hoc reports to immediate manager when required in an agreed format for the purpose of monthly supervision, team meetings and six-monthly individual development reviews
- Attend regional and team meetings as required
- Maintain confidentiality at all times
- Undertake other duties as directed by immediate manager

9. PROFESSIONAL STANDARDS

GMCT is a values-based organisation and seeks to cultivate a culture founded on quality of service delivery, responsiveness, collaboration and respect for others. It is an environment that requires all team members to maintain high standards of work in line with our values.

Our values are a description of the way we see the world and what is most important to us. They are the basic principles that will guide and shape the way we think and act. This includes the way we provide services to our customers, the way

we treat each other within the organisation and the way we relate to the wider community.

All GMCT employees are required to:

- comply with all GMCT policies and procedures
- understand and adhere to all OH&S policy, legislation, regulation, risk management strategy, policies and procedures
- be responsible for effective risk management, including incident reporting, and ensuring that management is aware of risks associated with business operations
- assist their manager in the identification, development and maintenance of the health and safety improvement action plan
- develop agreed and measurable success measures to support the health and safety management action plan and health and safety management strategy
- assist their manager in the input of risks, hazards or environmental risks into the risk register database
- implement hazard management practices in their daily activities
- report any injury, illness, asset or financial losses, hazard and near miss incidents to their manager/supervisor within 24 hours of detection in accordance with GMCT procedures
- comply with health and safety practices in accordance with OH&S Regulations 2007, Victorian WorkCover Authority Codes of Practice and GMCT Safety Management Plan 2014
- comply with all other Commonwealth and State legislation relevant to the organisation.

10. KEY SELECTION CRITERIA

Applicants must address the following criteria in writing to be considered for this position.

All selection criteria are essential unless marked as desirable.

Qualifications and experience

- Demonstrated experience and success in operational management, with relevant tertiary qualifications and/or knowledge and experience
- Strong leadership capability, evidenced in well-developed problem solving, analytical and conceptual skills
- Demonstrated effective organisational skills, including the ability to effectively prioritise and manage multiple tasks and deadlines and manage competing priorities within a small team environment
- Excellent communication skills, including verbal and written, interpersonal skills, including interviewing, coaching, negotiating and report writing
- Knowledge of principles and procedures for personnel recruitment, selection, training and employee relations

Skills/abilities

- A demonstrated commitment to the vision and values of GMCT
- High level interpersonal and team skills, including the ability to work co-operatively and promote a positive team approach
- High level administrative skills and experience
- Advanced IT skills and experience
- Demonstrated ability to effectively manage and prioritise multiple tasks and achieve required timelines
- Demonstrated ability to take initiative, be a self-starter and work autonomously in a dynamic workplace environment

Personal qualities

- Strong written and oral interpersonal communication skills with the ability to build and maintain productive working relationships and negotiate with a range of internal and external stakeholders
- Ability to provide high level report writing
- A minimum of two years' experience in leading, supervising and motivating staff
- Flexibility and initiative in dealing with the unexpected including the ability to maintain a professional approach at all times
- Capacity to organise resources to achieve delegated tasks within agreed timeframes
- Attention to detail that ensures accurate and up-to-date records are maintained
- Ability to work well as part of a team
- Self-motivating with ability to act autonomously
- Displays acceptance and understanding of ethno-cultural and religious diversity
- Maintains integrity, trust and confidentiality at all times
- Personal presentation that reinforces professionalism and commitment to GMCT
- Management experience through a time of change, such as establishment of a new business model or staff structure including ability to seek innovation and harness technology
- Strong commitment to providing high-level customer service to internal and external customers
- Understanding of budget preparation and financial management processes
- High-level research and analytical skills and ability to track and monitor KPIs
- Proficient in Microsoft Office suite of programs
- Current Victorian Driver's license
- Understanding of the Cemeteries Act 2003, Cemetery Regulations 2005 (desirable)

11. RELEVANT PHYSICAL REQUIREMENTS

| Requirements | Frequency of occurrence | | | | Comments |
|--------------------------------------------------|-------------------------|---------------------------|--------------------------|-----------------------|----------|
| | Rarely 0% to 5% | Occasionally 6% to 33% | Frequently 34% to 66% | Regularly 67%-100% | |
| Weights and forces | | | | | |
| Lifting from floor to waist (<5 kg per item) | ✓ | | | | |
| Lifting at waist height (<5 kg per item) | ✓ | | | | |
| Lifting waist to above shoulder (<5 kg per item) | ✓ | | | | |
| Carrying | ✓ | | | | |
| Pushing (trolley weighing up to 50kg) | ✓ | | | | |
| Pulling (trolley weighing up to 50kg) | ✓ | | | | |
| Moving equipment and/or furniture | ✓ | | | | |
| Holding or supporting | ✓ | | | | |
| Above shoulder | ✓ | | | | |
| whole body and lower limb movement | | | | | |
| Standing | | | | | |
| Sitting – at desk | | | ✓ | | |
| Sitting – vehicle | | ✓ | | | |
| Walking | | | ✓ | | |
| Walking – whilst carrying | ✓ | | | | |
| Walking – on uneven ground | | ✓ | | | |
| Climbing – stairs | | ✓ | | | |
| Climbing - ladders | ✓ | | | | |
| Driving – passenger vehicle | | ✓ | | | |
| Computer – desktop | | | ✓ | | |
| Computer – laptop | | | ✓ | | |
| Squatting | ✓ | | | | |
| Kneeling | ✓ | | | | |
| Upper body and upper limb movement | | | | | |
| Reach – f forward (>30cm from body) | ✓ | | | | |
| Reach – side (>30cm from body) | ✓ | | | | |
| Reach – above shoulder | ✓ | | | | |
| Gripping or grabbing | ✓ | | | | |
| Bending neck – looking up | ✓ | | | | |
| Bending neck – looking down | ✓ | | | | |
| Rotating neck | ✓ | | | | |
| Bending spine – forward | ✓ | | | | |

| Requirements | Frequency of occurrence | | | | Comments |
|-----------------------------------------------------|-------------------------|---------------------------|--------------------------|-----------------------|----------|
| | Rarely 0% to 5% | Occasionally 6% to 33% | Frequently 34% to 66% | Regularly 67%-100% | |
| Bending spine – backward | √ | | | | |
| Twisting spine to side | √ | | | | |
| Writing with pen or pencil | | √ | | | |
| Typing | | | √ | | |
| Sensory | | | | | |
| Hearing – holding direct conversation and telephone | | | √ | | |
| Hearing – alarms , signals, disturbance | √ | | | | |
| Visual – read printed material, signage | | | √ | | |
| Visual – read computer screens | | | √ | | |
| Visual – driving | | | √ | | |
| Other | | | | | |
| | | | | | |

EMPLOYEE SIGNATURE:

DATED:

MANAGER SIGNATURE:

DATED: