

## Position Description

Position Title	Early Parenting and Lactation Practitioner
Directorate	Community Strengthening
Department/Business Unit	Community Wellbeing
Team	Maternal and Child Health (MCH)
Classification	Band 6
Date	April 2024

<b>Reports to:</b>	Maternal & Child Health Nurse Team Leader
<b>Supervises:</b>	MCH Students
<b>Internal Liaison:</b>	MCH Coordinator / MCH Team Leaders and Nurses / Business Support Officers, Early Parenting Education staff including Peer Educators, Community Wellbeing staff and other departments in Council.
<b>External Liaison:</b>	Clients / Australian Breastfeeding Association/Childcare and Kindergarten providers / The Orange Door, Department of Education (DE), Department of Health (DH), Department of Families, Fairness and Housing (DFFH) / Family Support Agencies, Hospitals and Community agencies / Community Health Services, MCH Nurses in other municipalities.

### Position Objectives

Your primary purpose in this position is to:

- Improve the health and wellbeing of children and families by providing additional support for children and families experiencing sleep and settling and/or lactation difficulties.
- Provide evidence-based information, support and resources on sleep and settling and lactation to parents either using a group session approach, one on one sessions, or home visiting.
- Contribute to the ongoing development and implementation of policies and protocols within the sleep and settling and lactation programs.
- Working with Maternal and Child Health Leadership to improve accessibility to and standards within the sleep and settling and lactation programs within the City of Greater Dandenong.
- Create and maintain effective communication between the hospital sector and Cardinia Shire's Maternal and Child Health Service.

### Key Selection Criteria

You need these essential qualifications (or experience), knowledge and skills to carry out this position:

- International Board-Certified Lactation Consultant (IBCLC).
- In addition to above qualification - Tertiary qualification in Bachelor of Nursing, Midwifery, Early Childhood Development/Division 2 Nursing or equivalent.
- Demonstrated experience working with families in a setting relevant to this position, specifically working with children aged 0–3-year-olds.
- As part of the Selection Criteria, you must hold and supply these licences, registrations, certificates, etc., prior to offer of employment and commencement and continue to maintain them throughout your employment in this role with Council:
  - ☒ satisfactory (and ongoing) Working with Children's Check
  - ☒ satisfactory (and ongoing) Police Check
  - ☒ current valid (and ongoing) Victorian Driver's Licence
  - ☒ ongoing Level 1 First Aid and CPR

## Position Specific Responsibilities & Skills

In this position, you are responsible for:

<u>Service Provision</u>	<p>Working in partnership with families, providing early parenting education session, inclusive of sleep and settling and lactation to promote positive outcomes and support families with young children to achieve goals, solving problems and using initiative.</p> <p>Deliver a quality Lactation and Sleep and Settling program providing ongoing Quality Assurance in conjunction with the Maternal and Child Health Team Leader and other relevant service staff.</p> <p>Link clients into appropriate community support networks, liaise with agencies as appropriate and promote sharing of resources, general cooperation, and networking.</p> <p>Maintain broad and current knowledge of local service providers/services available so that information is provided to families, developing positive working relationships with relevant staff in other agencies to facilitate the development of effective cooperative strategies. In consultation with the Team Leader or Coordinator contribute to team initiatives and group work.</p> <p>Assess risk, seek support, and make referrals to services and agencies as appropriate, undertaking MARAM FV screening and refer as appropriate. If clinical judgement is required to assess a client or make a clinical referral, Early Parenting Practitioners should consult with an MCHN and or Team Leader.</p> <p>Comply with all relevant legislation, The Orange Door and DFFH Child Protection protocols and requirements, in consultation with the Team Leader when a notification is required.</p>
<u>Contributions to Children, Youth and Family Services Provision</u>	<p>Contribute to MCH meetings and to other Children, Youth and Family Services team activities where required.</p> <p>Attend internal client case meetings as client advocates in consultation with the MCH Team Leader or MCH nurse.</p> <p>Identify and share information regarding useful resources.</p> <p>Support students to the MCH service when directed by the MCH Coordinator or Team Leader.</p>
<u>Accountability</u>	<p>Document service delivery in a timely and accurate manner in CDIS software and ensure all hard copy documentation is stored appropriately.</p> <p>Attend regular clinical supervision and reflective practice sessions as provided.</p> <p>Identify risk and make timely referrals to internal/external services for more comprehensive support, where identified.</p> <p>The employee is required to work autonomously following clear objectives and regularly consulting with the MCH Team Leader or the MCH Coordinator as required.</p> <p>The staff member is accountable for the quality, effectiveness and timeliness of the programs, projects, or work plans under their control.</p>
<u>Communication Skills</u>	<p>The ability to write clear and accurate reports, using CDIS database and other software when required.</p> <p>The ability to develop productive relationships and communicate clearly with external services.</p> <p>Well-developed interpersonal and communication skills with the capacity to relate effectively with a diverse range of families, communities, and professionals.</p> <p>Work positively and actively as a team member with an ability to gain co-operation and assistance from others.</p>
<u>Professional Development</u>	<p>Pursue Professional Development opportunities to ensure knowledge and skills are current and in line with legislation, new trends and best practice.</p> <p>Continually assess practice so that improvements may be initiated in a Continuous Improvement process.</p>

<u>First Aid Activities</u>	<p>Undertake the role of First Aid Certified Officer (FACO) and administer first aid in line with job requirements and <i>OHS First Aid Operational Procedure</i>.</p> <p>Undertake monthly checks of the supplied First Aid kit to ensure it is compliant.</p> <p>Assist with any incident investigations and unresolved issues connected with the use of first aid supplies.</p> <p>Provide first aid within your office as required.</p>
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## Core Organisational Capabilities

We have a Core Capability framework to help everyone succeed and develop for their current and future positions. The relevant capabilities for this position are at the back.

## REACH Values

Our REACH values define who we are and how we interact with others. They define how each of us should aim to operate in the workplace regardless of the role we hold. Our REACH values are at the back.

## Organisational Responsibilities

Everyone at Council has the following responsibilities and obligations:

<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>Help Council fulfil its emergency management obligations by assisting in emergency management activities as required.</li> </ul>
<b>Child Safety</b>	<ul style="list-style-type: none"> <li>Understand obligations and act in an appropriate manner with and around children.</li> <li>Promote positive work practices with children.</li> <li>Establish boundaries around acceptable and unacceptable behaviour in relation to children.</li> <li>Adhere to reporting obligations where there is suspected or discovered child abuse.</li> </ul>
<b>Climate Change &amp; Sustainability</b>	<ul style="list-style-type: none"> <li>Help support Council's response to the climate emergency by helping facilitate a whole-of-organisation approach where climate change mitigation and adaptation is embedded into all Council services, assets, operational and decision-making processes.</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>Remain mindful of the requirements of the Victorian Charter of Human Rights at all times.</li> <li>Manage Council records in accordance with the relevant Council policies and corporate requirements to protect personal information.</li> <li>Perform other duties as directed within the limits of acquired skills, knowledge, and training.</li> <li>At all times, take responsibility for maintaining the strictest levels of confidentiality regarding ratepayers, customers and employees.</li> <li>At all times, comply with Council's <i>Code of Conduct - Staff</i>.</li> </ul>
<b>Diversity, inclusion and equity</b>	<ul style="list-style-type: none"> <li>Demonstrate an understanding of and the ability to work with, diversity in the workplace, including: <ul style="list-style-type: none"> <li>zero tolerance of racism and expectations that staff will act on incidents of racism</li> <li>supporting Aboriginal and Torres Strait Islander children to express their culture and enjoy their cultural rights.</li> </ul> </li> </ul>
<b>Gender Equality</b>	<ul style="list-style-type: none"> <li>Prevent and address violence against women and workplace sexual harassment, including by modelling acceptable behaviour, responding decisively to improper conduct and properly managing initial disclosures.</li> </ul>

## Inherent requirements of the position

These are the essential requirements of this position:

Council has a *Flexible Work Policy*. All staff are required to attend the workplace for the minimum number of days specified in the Policy.

## Vision and Hearing Requirements

- ☐ This position requires a vision test
- ☐ This position requires a hearing test

On a typical day, approximately this much time would be spent on the following activities:

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<b>Working independently</b> – ability to utilise autonomy with respect to the processes by which tasks are completed. Little to no autonomy with respect to the work allocated to them by the supervisor		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Team based work</b> – works in a team of people and not exposed to isolation		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Communicating with others</b> – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Communicating with others</b> - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Focused Attention to task</b> – high levels of attention required to minimise errors and ensure accuracy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Concentrating</b> – high levels of concentration required while completing required tasks		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Planning and sequencing tasks and activities</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Decision making</b> – required to exercise sound decision making while completing all aspects of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Problem solving</b> – requirement to develop sound solutions to novel or unusual problems arising during the course of the day		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Reasoning</b> – required to exercise sound reasoning while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Judgement</b> – required to exercise sound judgement while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Short and long-term memory recall</b> – ready access to documented procedures or precedents to perform requirements of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Emotional resilience</b> – exposure to stressful or distressing situations including meeting specified deadlines and general workload demands, dealing with aggressive or upset customers/clients, high conflict situations, change beyond individual's personal control		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Interruptions</b> – frequency of interruptions to daily work plans and requirement to change work plans at short notice		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Physical Requirements

☒ This position does not require more than 10-15% manual handling/physical exertion

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<b>Mobility/Postures</b>					
<b>Sitting</b> – stay in a seated position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Standing</b> – standing in an upright position, moving less than 3 steps		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Walking</b> – In an upright position, moving more than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Crawling</b> – Move on the hands & knees or by dragging the body close to the ground		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Non-manual handling</b>					
<b>Crouch/squat</b> – To lower the body by bending forward from legs and spine, buttocks on or near the heels		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Kneeling</b> – To lower the body		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Bending</b> – To bend forward and down from the waist or the middle of the back, rounding the shoulders and back for more than 3 seconds		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Reaching</b> – Extending arms out in any direction		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Twisting/trunk rotation</b> – Rotating the body to one side or the other without moving the feet		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fine manipulation/pinch grip</b> – Fingers are on one side of the object and thumb on the other, typically without the object touching the palm		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Power/open hand grip</b> – Using the whole hand to grasp an object, typically used to handle large or wide objects where the fingers are extended		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Writing/typing</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Climb ladders</b>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Climb or descend stairs</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Low level work</b> – Performing manual handling actions at or near ground level		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Manual Handling</b>					
<b>Lift/Carry/Hold</b> – Raising or lowering an object from one level to another and holding/transporting the object using the hands, arms or on the shoulders		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pushing/Pulling</b> – Applying force to move something away or closer to one's self, including static positions		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Kilograms of force (kg.f)</b> – Amount of force or effort required to perform a specific task or part of a task		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Weight requirements – lift, carry, push, pull or hold</b>					
1-5kg		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1 – 15kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.1 – 20kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift floor to hip		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift waist to shoulder		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift overhead		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/pulling		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **Band descriptors** *(as defined in Council's Enterprise Agreement)*

These descriptors help to classify the position:

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

The position is directly held responsible for:

- Supervising resources the freedom to act is governed by clear objectives and/or budgets, and a regular reporting mechanism to ensure adherence to plans, goals and objectives. The effect of decisions and actions taken in this regard is usually limited to the quality or cost of the programs and projects being managed:
  - Assisting families to identify goals and employ strategies for effective change to build on family strengths.
  - Working with the MCH team and other agencies in partnership initiatives, ensuring referrals to and from other MCH staff and effective communications are maintained.
  - Engaging and supporting parents to initiate change. Where change is required for the wellbeing of the child, use the principals of the Family Partnership Model.
  - Understanding and connecting with relevant resources in the community, so that appropriate connection and/or referral can be achieved.
  - Manage the client workload to ensure the team achieves MCH targets.
  - The quality, effectiveness, cost and timelines of the programs, projects, or work plans.
  - Providing parent information sessions as required.
  - Providing informal input to the development of relevant operational policies, procedures, and guidelines within the Sleep and Settling and Lactation Program as required.
- Providing specialist advice to or regulating clients subject to regulations and policies and regular supervision. The effect of decisions and actions taken on individual clients may be significant, but the decisions and actions are always subject to appeal or review by more senior employees.
- Where involved in program, project, or policy development the work is usually of an investigative and analytical nature, with the freedom to act prescribed by a more senior position. The quality of the output can have a significant effect on the process of program, project, or policy development.

### **Judgement and Decision-Making Skills**

Judgement and decision making is within the following scope:

#### Independently

- When determining day to day aspects of providing Sleep and Settling, and Lactation Programs and First Time parent groups, to families the nature of the work is usually specialised with methods, procedures and processes developed from theory or precedent and the employee may make decisions within the framework of MCH policy documentation improving and/or developing methods and techniques generally based on previous experience. This includes liaison with other relevant professionals and service providers subject to regular supervision by the Team Leader or Coordinator.
- Problem solving may involve the application of these techniques to new situations.

#### With Input from MCH Nurse and/or Team Leader

- Management of case load, day to day service provision and action plans with families.

#### Recommends and Identifies to the MCH Nurse and/or Team Leader

- Initiatives in the further development of informative strategies in order to promote positive parenting and good family functioning with families with young children 0-3 years.
- Opportunities to further facilitate and provide group work for families in the Maternal and Child Health program ensuring high quality and responsive service delivery that recognises the needs of families in a diverse and multicultural community.

#### Guidance

- Guidance and advice are usually available from the MCH Team Leader or Coordinator.

## Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Ability to effectively engage parent and demonstrate a range of intervention strategies (e.g. assessment, information provision, counselling, advocacy and support).
- International Board-Certified Lactation Consultant (IBCLC) essential.
- Demonstrated knowledge and experience working in the area of sleep and settling.
- Ability to demonstrate a range of intervention and support strategies in relation to sleep and settling and lactation issues.
- Proficiency in the application of theoretical and scientific knowledge related to Nursing, Midwifery and early childhood, including interpreting regulations and the underlying Family Partnership Model as well as The Orange Door and DFFH Child Protection principles as distinct from the practices.
- An understanding of the long-term goals of the business unit and the relevant policies of both the unit and the organisation is required along with a familiarity with relevant budgeting techniques.

## Management & Interpersonal skills

The essential position requirements include:

- Manage time, set priorities, plan, and organise the client workload, one's own work and where appropriate that of other employees so as to achieve specific and set MCH targets in the most efficient way possible within the resources available and within a set timetable.
- An understanding of and ability to implement basic personnel practices including those related to equal employment opportunity, occupational health and safety and employee development.
- Ability to gain cooperation and assistance from clients, members of the public and other employees in the administration of defined activities and in the supervision of other employees, with involvement in client goal settings, future planning, and recommendations.
- Well-developed interpersonal, written, and verbal communication skills to build rapport and develop responsive and trusting relationships with families as well as write clear and accurate reports and to prepare external correspondence using the CDIS database and other software when required.
- Ability to liaise with their counterparts in other organisations to discuss specialist matters and with other employees in other functions in their own organisation to resolve intra-organisational problems.

## Verification & Approvals

I certify that the content of this Position Description accurately reflects the overall role and accountabilities of the position:

	Name	Signature	Date
Incumbent			

### Relationship Management

Develops and maintains strong and enduring relationships with colleagues and/or external stakeholders which are built on mutual respect and commitment. Ensures that all people are treated with dignity and respect regardless of gender, ethnicity, religion or sexual orientation.

- Ensures a wide range of views and opinions are encouraged and valued
- Builds strong and trusting relationships with team members and across the directorate
- Seeks to achieve outcomes that are beneficial to all stakeholders
- Demonstrates high levels of integrity and teamwork in all relationships.

### Planning & Organising

Thinks from a wholistic perspective and sees the patterns in the complex relationships that exist between the different parts of the organisation. Uses these insights to ensure that the organisation's human, physical and financial resources are effectively used in the achievement of the organisation's, team's or the role's agreed priorities.

- Ensures that team members are able to see the connections between the work of the team and the broader organisational context
- Actively engages team members in the development of realistic plans to deliver work unit priorities
- Allocates work unit resources to achieve desired results
- Takes corrective action as required when concerns have been identified.

### People Development

Demonstrates a deep commitment to ongoing learning and development as fundamental to the organisation's sustained success and to the realisation of the potential of its people.

- Encourages people to undertake ongoing professional and personal development
- Uses reflection as a key tool for ongoing development and organisational improvement
- Uses transformational leadership practices to engage and grow the capabilities of team members
- Regularly gives and receives constructive feedback
- Communicates with staff in a positive and proactive manner.

### Future focused organisation

Is keenly aware of the social, political, economic and technological trends that impact the global and local environments and ensures these are factored into the work of individuals, teams or the organisation to deliver on the needs and expectations of the Council and the community it serves.

- Monitors the broader environment to understand the impact of emerging trends on the work of the team
- Identifies changes to systems and processes that will lead to the effective implementation of organisational change initiatives
- Encourages others to recognise and value the inevitability of change in organisations
- Assists the team to adapt to a constantly changing environment by communicating change information honestly, empathetically and in a timely manner.

### Outcome orientation

Demonstrates a strong commitment to a high-performance culture by constantly striving for high quality customer service outcomes and accepting responsibility for outcomes within their control.

- Creates opportunities for people to come together to creatively address issues facing the team and the clients they serve
- Sets short-term goals with the team for the team to achieve agreed objectives
- Tracks progress against job expectations and makes adjustments as required
- Sets challenging goals that will deliver superior results.

### Service focus

Ensures there is a focus on delivering work priorities to agreed quality and timeliness standards.

- Demonstrates commitment to quality client/customer service
- Maintains regular customer communication to ensure mutual expectations are clear



	<ul style="list-style-type: none"> <li>• Responds appropriately to client/customer requests and/or complaints.</li> </ul>
<b>Self-management</b>	
Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others.	<ul style="list-style-type: none"> <li>• Accepts personal responsibility for outcomes within her/his control</li> <li>• Demonstrates the ability to regulate and adapt behaviour according to the circumstances and the audience</li> <li>• Seeks out feedback with the purpose of reflecting on work performance with a view to self-improvement</li> <li>• Models Greater Dandenong's ethical and organisational standards</li> <li>• Acts decisively during times of ambiguity and pressure.</li> </ul>
<b>Safety, health and wellbeing</b>	
Ensures that the safety, health and wellbeing of employees, contractors, service users and councillors is at the heart of the organisation's culture and the way work is organised and services delivered.	<ul style="list-style-type: none"> <li>• Aligns team/unit work plans with Council's vision and objectives for employee safety, health and wellbeing</li> <li>• Allocates adequate resources to achieve safety, health and wellbeing initiatives and objectives</li> <li>• Monitors departmental performance indicators for the continuous improvement of safety, health and wellbeing practices and culture.</li> </ul>

## Council's REACH Values

### Respectful

We respect and care about our community, each other and ourselves.  
 We act with integrity at all times and in all matters.  
 We take time to listen to and seek to understand the other point of view.  
 We strive to understand and respect the diversity of our community and our workplace.  
 We understand our role in the community and respect the responsibility that comes with.

### Creative

We care about getting the best outcomes.  
 We constantly ask: What's the future and what's possible?  
 We have the courage to try new ideas.  
 We strive for excellence in everything we do.

### Engaged

We listen to our community and respond.  
 We work together with our community and each other, to achieve the best outcome.  
 We have the confidence to challenge the status quo, to reach for better outcomes.  
 We are action-oriented in identifying and responding to new challenges.

### Honest

We tell the truth, even when we know people may not want to hear it.  
 We form our opinions and give advice from sound, evidence-based research.  
 We act with humility and apply the highest standards of ethical behaviour to everything we do.

### Accountable

We are proud of our city, our community and our achievements.  
 We spend our time and effort on solutions rather than looking for someone to blame.  
 We take responsibility for our actions.

