

## Position Description

<b>Position Title</b>	<b>Crew Leader Horticulture</b>
<b>Directorate</b>	City Futures
<b>Department/Business Unit</b>	Parks Services
<b>Team</b>	City Presentation
<b>Classification</b>	Band 4
<b>Date</b>	May 2025
<b>Reports to:</b>	Team Leader Horticulture
<b>Supervises:</b>	Qualified Gardeners, Apprentice Gardeners
<b>Internal Liaison:</b>	Parks Team Leaders, Parks staff, Parks Service Coordinators, other council staff
<b>External Liaison:</b>	General public, contractors, suppliers, service authorities, industry groups.

### Position Objectives

The Crew Leader Horticulture is required to manage and coordinate horticultural maintenance activities and best practice towards the maintenance improvement of amenity within Councils parks, reserves and open spaces.

The Crew Leader Horticulture will need to be self-motivated, organised, and proficient, with accountability for the quality and timeliness of allocated work performance with minimal supervision. Through innovation, better performance and techniques, the position demands knowledge and consistency, plus support to both the greater community whilst improving the visual and sustainable amenity of landscape across the municipality.

The Crew Leader Horticulture is required to oversee a small team, manage and coordinate Horticulture maintenance activities and best practice and work towards improving overall amenity within Councils parks, reserves and open spaces.

### Key Selection Criteria

You need these experience, knowledge and skills to carry out this position

- Demonstrated comprehensive knowledge of horticulture programs, with problem-solving skills with the capacity to inspire and support innovative thinking.
- Demonstrated skills and experience in leading small teams and contractors.
- Highly effective interpersonal skills, incorporating verbal and written communication, listening, liaison, advocacy, facilitation skills, as well as excellence in customer service delivery.
- Demonstrated capacity to effectively manage time, establish priorities, and achieve business and team objectives, despite conflicting pressures.
- Demonstrated Intermediate PC literacy, incorporating MS Office.
- Completion of post trade certificate in Parks and Gardens or Certificate 4 Horticulture

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

## Position Specific Responsibilities & Skills

In this position, you are responsible for:

<b>Functional Responsibilities</b>	<ul style="list-style-type: none"> <li>• Lead and implement a board range of daily, weekly, monthly and annual horticultural maintenance systems and programmed tasks, in accordance within agreed standards of horticulture concepts and season practices.</li> <li>• Have knowledge and skill in horticulture and season practices with exceptional eye for detail.</li> <li>• With insight and innovation, lead to identify, plan and design the coordination of revegetation programs and assist to develop opportunities across council horticultural assets.</li> <li>• Engage with suppliers, designers, contractors and members of the public.</li> <li>• Coordinate contractor services (e.g. Traffic Management etc) and manage scope of works to ensure projects are delivered on time and within prescribed budgets with guidance from Team Leader Horticulture.</li> <li>• Raise and process approved procurement and purchasing utilising organisational purchasing systems.</li> <li>• Ensure all work performed is in accordance with safety practices and standards, set within the organisations requirements and adopted safety systems.</li> <li>• Work with and coordinate relevant friends &amp; community groups in open space to undertake horticulture activities.</li> <li>• Working closely with the Team Leader Horticulture to ensure programmed works and customer requests are scheduled in a manageable way, and that requests are completed and reported on promptly.</li> <li>• Take responsibility for ensuring Council's open spaces are clean, safe and welcoming.</li> <li>• Operate irrigation systems related to maintenance zones.</li> </ul>
<b>Staff and Organisational Leadership</b>	<ul style="list-style-type: none"> <li>• Provide effective on-the-job training, coaching and mentoring to the crew to continually improve their skills and knowledge to increase their competence and work performance.</li> <li>• Guide and support staff, whilst modelling behaviours which support the professional development for future roles and activities.</li> <li>• Coordinate and assist with annual staff performance and improvement reviews with relevant staff and follow up on performance and expectation plans.</li> <li>• Manage daily staff allocation and attendance records. Ensure electronic data and task/inspection schedules are entered.</li> <li>• Ensure all safety practices and injury management for managed staff processes are overseen promptly and professional.</li> </ul>
<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>• Maintain positive relationships with key internal and external customers to deliver outcomes aligned to the departmental and organisation objectives.</li> <li>• Collaborate with Team Leader Horticulture on scope of project delivery.</li> <li>• Maintain a positive culture within the crew in delivering high quality horticulture outcomes across the board.</li> <li>• Raise works orders, communicate with other departments via internal condition auditing and inspections to rectify and improve assets with council managed open space.</li> <li>• Share skills and knowledge to increase staff competence and work performance.</li> </ul>

<b>Continuous Improvement Innovation</b>	<ul style="list-style-type: none"> <li>• Contribute to the development of processes and schedules to enhance service delivery based upon a continuous improvement philosophy.</li> <li>• Support the identification of opportunities and assist to implement outcomes for innovation through program delivery, partnerships, and processes/procedures.</li> <li>• Ensure best practice approach to contemporary horticulture practices</li> <li>• Ensure Council and its contractors are compliant with current OH&amp;S and work safe practices through observational and electronic audits, inspections and communication strategies.</li> </ul>
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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>Occupational Health and Safety</b>	<p>All employees have responsibilities to:</p> <ul style="list-style-type: none"> <li>• Take reasonable care of their own health and safety.</li> <li>• Take reasonable care that their acts do not adversely affect the health and safety of other persons or themselves.</li> <li>• Follow policy, procedure or instructions to ensure as far as is reasonably practicable a safe workplace.</li> <li>• Report all incidents, injuries and near misses to their supervisor immediately and adhere to Council's occupational health, safety and return to work (RTW) policies and procedures.</li> <li>• Participate in health and safety training programs and initiatives.</li> </ul> <p>People managers have additional responsibilities to:</p> <ul style="list-style-type: none"> <li>• Develop, implement, promote and review Council's OHS management system within their area of responsibility.</li> <li>• Work with Health and Safety and People and Change departments to ensure accurate and timely OHS reporting, and implementation of health and safety culture, policies, procedures, and training programs.</li> <li>• Ensure employee compliance with relevant OHS regulatory requirements through local and corporate policies and procedures in order to provide and maintain a safe work environment, including providing training and guidance on OHS responsibilities.</li> <li>• Monitor and review workplace environment to identify, manage and respond to any health and safety hazards and risks, including psychosocial.</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 Code of Conduct - Staff.</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 type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<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 production demands, dealing with aggressive or upset customers/clients, high conflict situations, general workload demands, change beyond individual's personal control		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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>					

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Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<b>Sitting</b> – stay in a seated position		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Standing</b> – standing in an upright position, moving less than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input 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:  
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## **Accountability and Extent of Authority**

The incumbent is financially responsible and accountable for:

- Financial transactions up to \$2,500 within the Horticulture Team.

The incumbent has delegated authority for:

- For submitting for approval on purchase and procurement references and quotations within the organisations financial budgeted segment.

The incumbent is responsible and accountable for:

- Supporting the Horticulture Team to deliver high quality, well maintained, safe, and welcoming open spaces for the community.
- Ensure the teams are delivering innovative horticultural outcomes and results.
- Quality and timeliness of work within the available resources
- Exercise high precision horticultural maintenance competence using various materials and/or specialised techniques including use of machinery and tools.
- Ensure that all employees under their direction are trained in safe working practices and in the safe operation of equipment and made aware of all occupational, health and safety policies and procedures.
- Ensure all electronic data is captured, recorded and reporting on via the appropriate methods.
- Provide direction, leadership and on-the-job training to supervised employees
- Exercise discretion within standard practices and processes, undertaking and implementing quality control measures
- Raise purchase orders for approval relevant to the roles requirements

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

The incumbent is accountable for:

- Assisting the Team Leader Horticulture to ensure staff and contractors are operating safely and delivering the required services.
- The objectives of the work are usually well defined but the particular method, technology, process or equipment to be used must be selected from a range of available alternatives if and when required.
- Ability to identify the quantification of the amount of resources needed to meet objectives
- Guidance, advice and decision making is always available within the time available to make a choice

## **Specialist Knowledge and Skills**

The following knowledge and skills are required to be utilised:

- Innovative approach to the horticultural practices
- Ability to read and interpret map plans and drawings.
- People and cultural abilities to be flexible, consistent and respectful.
- Daily program, workload and staff scheduling.

- Competent in use of IT systems including mobile work scheduling technology.
- Ability and skills to provide on-the-job training.
- Thorough understanding of the relevant technology, procedures and processes used within the operating unit
- Safe and competent operation of Heavy Mechanical Plant

### **Management & Interpersonal skills**

The following management skills are required to be utilised:

- Ability to plan their work and forecast at least a week in advance with the capability to reshuffle or alternate works if needed
- Contractor engagement, both engagement and procurement.
- Staff engagement and knowledge of operation and works management systems.
- Aid other employees in their tasks where required.
- An understanding of and an ability to implement personnel practices including those related to equal employment opportunity, occupational health and safety and employees' development.
- Demonstrated organisation and administration skills.
- Injury management and return to work program assistance for affected team members.
- Strong verbal and written communication skills including problem-solving skills
- Ability to gain co-operation and assistance from clients, members of the public and other employees

### **Verification & Approvals**

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

	<b>Name</b>	<b>Signature</b>	<b>Date</b>
<b>Occupant</b>			

# Appendix

## Core Capability Framework – People Leaders

### 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
- Responds appropriately to client/customer requests and/or complaints

### Self-management

Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others

- Accepts personal responsibility for outcomes within her/his control
- Demonstrates the ability to regulate and adapt behaviour according to the circumstances and the audience
- Seeks out feedback with the purpose of reflecting on work performance with a view to self-improvement
- Models Greater Dandenong's ethical and organisational standards
- Acts decisively during times of ambiguity and pressure

### Safety, health and wellbeing

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

- Aligns team/unit work plans with Council's vision and objectives for employee safety, health and wellbeing
- Allocates adequate resources to achieve safety, health and wellbeing initiatives and objectives
- Monitors departmental performance indicators for the continuous improvement of safety, health and wellbeing practices and culture

## 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.

