

Position Description

Position Title	Senior Building Inspector
Directorate	City Planning, Design and Amenity
Department / Business Unit	Building & Compliance Services
Team	Building Services
Classification	Band 7
Date	July 2023

Reports to:	Deputy Municipal Building Surveyor
Supervises:	Nil (mentors Building Surveyors Assistants and Cadets)
Internal Liaison:	Municipal Building Surveyor, Manager Building & Compliance Services, Manager Regulatory Services, Manager Planning and Design, Director City Planning Design and Amenity, Team Leader Statutory Planning, Team Leader Strategic Planning, Building and Compliance Services Staff, Regulatory Services Staff, other Council staff as required.
External Liaison:	Country Fire Authority, Fire Rescue Victoria, Victoria Police, Victorian Building Authority, Department of Environment, Land, Water & Planning, Developers, Landowners, General Public, Courts.

Position Objectives

Your primary purpose in this position is to:

- Undertake all roles as delegated under legislation as a Senior Building Inspector ensuring that the City of Greater Dandenong Council's obligations are met under the Building Act, associated Regulations and Codes.
- Oversee inspections to ensure Council's objectives are met.
- Provide education and advice on Building issues and functions across the organisation and wider community whilst providing mentoring and guidance to Building Inspectors, Building Surveyors Assistants and Cadet Building Surveyors.
- Foster a commitment to a customer service culture, which maximises communication, consultation and cooperation between departments and emphasises shared accountability for satisfying customer needs maintaining an emphasis on continuous improvement and the application of Best Value principles in the management of building services.

Key Selection Criteria

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

- Tertiary qualification with a demonstrated minimum period of practical experience, along with registration with Building Practitioners Board as a Building Inspector Unlimited.
- Demonstrated knowledge and interpretation of the Building Act 1993, Building Regulations, National Construction Code and Victorian Building Authority Practise Notes related to:
 - building permits
 - enforcement of safety and building standards
 - inspection of building work
 - processing applications,
 - providing guidance on siting approvals & POPES, as well as
 - acting as a representative at court hearings, tribunals, and mediations.
- Demonstrated ability to work in a team environment and gain the cooperation and assistance of other team members, management, and staff.
- Demonstrated high level of customer service skills in order to communicate effectively and efficiently with the external customers and providing excellent customer service.
- Demonstrated organisational skills and ability to manage one's own workload in combination with demonstrated ability to use initiative to continually review and where necessary to improve procedures and processes.
- Proven knowledge in Microsoft Office suite of applications such as Word, Excel, Outlook, and Power Point along with a demonstrated ability to operate the P&R data base and an EDRMS such as Objective.

As part of the Key Selection Criteria, you must hold and supply these licenses, 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) Police Check
- ☒ current valid (and ongoing) Victorian Driver's Licence
- ☒ Registration with Building Practitioners Board as ***Building Inspector Unlimited***:

Position Specific Responsibilities & Skills

In this position, you are responsible for:

<u>Building Surveying</u>	<ul style="list-style-type: none"> • Ensure the timely and accurate processing and issuing of building permits, enforcement action, POPE's, and other applications under consideration and in compliance with the Building Act, Building Regulations, and the National Construction Code. • Provide a high level of support to Council, private building surveyors, builders, developers, architects, and the public on building related matters. • Instigate legal action as required, and represent Council at Tribunals, in Courts of Law, Hearings. • As required, review and comment on applications for use and development permits in accordance with authority delegated by Council. • Maintain ongoing professional development to stay updated on ever-changing legislation, ensuring that Council not only meets its legal obligations but also serves as a model of leadership for other Councils through innovative approaches. • Maintain and enhance the integrity and reputation of the Building Services team by developing strong partnerships with internal and external stakeholders. • Actively participate as a positive and engaged team member of the Building Services team and provide support as required.
<u>Inspections and Enforcement</u>	<ul style="list-style-type: none"> • Carry out mandatory inspections on compliance with approved plans, as directed by the Municipal Building Surveyor to compliance with Building Act, Building Regulations, and current relevant VBA Practice Notes and issue the required reporting and documentation in accordance with delegated powers. • Oversee and undertake routine inspections of illegal building works and issue the required reporting and documentation in accordance with delegated powers. • Oversee and undertake inspections of damaged or dangerous buildings and issue the required reporting and documentation in accordance with delegated powers. • Undertake Essential Safety Measure Audits of residential, commercial, and industrial premises within the municipality and issue the required reporting and documentation in accordance with delegated powers. • Undertake Pool Barrier inspections, issue the required reporting and documentation in accordance with delegated powers. • Carry out site visits and report on compliance matters, as directed by the Municipal Building Surveyor to compliance with Building Act, Building Regulations, and current relevant VBA Practice Notes. • Attend emergency situation after hours at request of agencies or Municipal Building Surveyor and/or Deputy Municipal Building Surveyor to inspect action necessary in relation to the emergency situation (on call approximately 6 months of the year). • Communicate with owners, their representatives and occupiers, providing regulatory advice within the municipality ensure statutory obligations are met.
<u>Prosecutions</u>	<ul style="list-style-type: none"> • Prepare briefs of evidence and provide technical advice to ensure success of prosecutions, representing Council at court hearings, tribunals, and mediations. • Provide written and verbal advice to Councillors, Directors, Managers, and Team Leaders staff in respect of building matters.
<u>Office Administration</u>	<ul style="list-style-type: none"> • Supporting the Deputy Municipal Building Surveyor/ Municipal Building Surveyor, and the Building Team to ensure statutory obligations are met, preparing, and presenting reports to Council as required. • Track building permits/notices and orders progress to ensure that the statutory obligations are met in regard to their completion within the prescribed time limits and Council's objectives. • Contribute to the development of the building unit's policies and procedures.

<u>Customer Service</u>	<ul style="list-style-type: none"> • Provide timely and accurate information responses to enquiries (telephone, counter, internal referral) and to developers, builders, residents in respect to building matters. • Provide organisational and administrative support to internal customers. • Deliver clear concise and well considered letters, emails, verbal comments, and specific recommendation relating to building matters.
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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:

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

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%
Working independently – 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Team based work – works in a team of people and not exposed to isolation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Focused Attention to task – high levels of attention required to minimise errors and ensure accuracy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Concentrating – high levels of concentration required while completing required tasks		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Planning and sequencing tasks and activities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Decision making – 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"/>
Problem solving – 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"/>
Reasoning – 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"/>
Judgement – 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"/>
Short and long-term memory recall – 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"/>
Emotional resilience – 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"/>
Interruptions – 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
- ☐ A task analysis exists because this position requires 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%
Mobility/Postures					
Sitting – stay in a seated position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Standing – standing in an upright position, moving less than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Walking – In an upright position, moving more than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Crawling – Move on the hands & knees or by dragging the body close to the ground		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-manual handling					
Crouch/squat – 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"/>
Kneeling – To lower the body		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bending – 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"/>
Reaching – Extending arms out in any direction		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twisting/trunk rotation – Rotating the body to one side or the other without moving the feet		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine manipulation/pinch grip – 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"/>
Power/open hand grip – 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"/>
Writing/typing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Climb ladders		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb or descend stairs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Low level work – Performing manual handling actions at or near ground level		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual Handling					
Lift/Carry/Hold – 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"/>
Pushing/Pulling – Applying force to move something away or closer to one’s self, including static positions		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kilograms of force (kg.f) – Amount of force or effort required to perform a specific task or part of a task		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weight requirements – lift, carry, push, pull or hold					
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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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:

- This position provides advice to and regulates clients within delegated authorities and provides support to more senior employees implementing all facets of the Building Act and subordinate legislation, on behalf of Council in a timely and professional manner that will not adversely impact on Council's reputation.
- In the provision of specialist advice to clients including the regulation of clients, the freedom to act is subject to professional and regulatory review by the Municipal Building Surveyor and/or the Deputy Municipal Building Surveyor within clear guidelines. The impact of decisions made, or advice given may have a substantial impact on individual clients or classes of clients.
- In providing direct support and assistance to more senior and junior employees, the freedom to act is not limited simply by standards and procedures, and the quality of decisions and actions taken will often have a significant effect upon the performance of the Municipal Building Surveyor and/or the Deputy Building Surveyor.
- The effects of decisions and actions taken at this level may have a significant effect on the programs being managed or on the public perception of the wider organisation, but decisions and actions are usually subject to appeal or review by the Municipal Building Surveyor.
- Providing formal input into policy, procedure, and process within their area of expertise and/or management. Policy formulation work may be of an investigative, analytical, or creative nature, with the freedom to act generally prescribed by a more senior position. The quality of the work of these positions can have a significant effect on the policies which are developed.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- This position is essentially problem solving in nature. The nature of the work is specialised with Building Legislation, methods, procedures, and processes generally developed from theory or precedent. The problem-solving process comes from the application of these established techniques to new situations.
- Where the responsibility for policy formulation, the primary challenge will be intellectual and will typically require the identification and analysis of an unspecified range of options before a recommendation can be made.

Independently:

- The position makes decisions based on day-to-day management and scheduling of work and resolution of specialist problems with customers within legislation and delegated authorities.
- Provide advice to Builders, Building Surveyors, consultants, Councillors, Executive, staff, and the public.

With Input from the Municipal Building Surveyor / Deputy Municipal Building Surveyor

- Provide direct support and assistance to the Municipal Building Surveyor/ Deputy Municipal Building Surveyor, by providing information on status of workload to determine how best to utilise resources.

Recommends and Identifies to the Municipal Building Surveyor / Deputy Municipal Building Surveyor

- When handling complex matters, recommends actions aimed at achieving compliance with relevant legislation, in line with Council codes of practice, policy and established procedures.
- Variations to Service Standards or improvements to methods and techniques based on previous experience, to meet the business needs.

Guidance:

- Works under broad direction from the Municipal Building Surveyor/ Deputy Municipal Building Surveyor, however guidance is not always available within the organisation

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Proficiency in the application of Building legislation related theoretical and scientific disciplines in the search for solutions to new problems and opportunities. This includes significant demonstrated knowledge and expertise in the application of Victorian Building Act and Regulations, the national Construction Code and the Australian Standards and ability to act as a mentor and guide to Building Inspectors, Assistants, Cadets and Building Services support employees.
- Where involved in policy formulation, analytical and investigative skills are required to enable the formulation of policy options from within a broad organisation-wide framework.
- An understanding is required of the role and function of the Municipal Building Surveyor and the Deputy Building Surveyor as well as the long-term goals of the wider organisation and of its values and aspirations and of the legal and political context in which it operates.

Management & Interpersonal skills

The essential position requirements include:

- Ability to manage time, set priorities plan and organise one's own work and where appropriate that of other employees within an environment of change and conflicting pressures.
- The position requires an understanding and an ability to implement personnel policies and practices including awards, equal opportunity and occupational health and safety policies, recruitment and selection procedures and techniques, position descriptions and employee's development schemes and in so doing contribute to the development and implementation of long-term staffing strategies.
- Professional written communications skills including report writing in their field of expertise and preparation of a wide range of other documentation as required, including formal external correspondence.
- Advanced verbal communication and highly effective interpersonal skills to deal with members of the community in a tactful and personal manner, maintaining professionalism and composure in difficult interpersonal situations.
- Ability to gain cooperation and assistance from clients, members of the public and other employees in the administration of broadly defined activities and to motivate and develop employees.
- Liaise with their counterparts in other organisations to discuss and resolve specialist problems and with other employees within their own organisation to resolve intra-organisational problems.

Verification & Approvals

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

	Name	Signature	Date
Prepared by	Matthew Harvey		June 2023
Manager	Jamie Thorley		June 2023
Director	Jody Bosman		June 2023
Occupant			

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.

- Demonstrates respect for the wide range of views and perspectives that are expressed in their teams
- Contributes effectively to team meetings
- Demonstrates commitment to team decisions
- Demonstrates respect for other team members

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.

- Is able to explain the relationship between own work activities and the goals and objectives of the team
- Prioritises work based on the needs of the team
- Shares relevant information as and when appropriate
- Consistently does her/his share of the work

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.

- Is active in identifying opportunities for ongoing growth and development
- Seeks feedback with a view to personal and professional development
- Looks for opportunities to grow skills and knowledge
- Is proactive in managing own career development

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

- Incorporates key issues impacting the broader environment into the way they undertake their work
- Responds flexibly to change
- Shows resilience in times of change
- Seeks support during times of uncertainty

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

- Demonstrates a willingness to take informed risks in solving client issues
- Ensures tasks are consistently completed to the required standard
- Responds promptly and appropriately to requests for service
- Consistently follows established practices and procedures

Service focus

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

- Is friendly and responsive to clients/customers
- Strives to deliver quality client/customer outcomes
- Deals with client/customer issues with concern and a sense of importance

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 their 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

- Actively participates in discussions and activities aimed at improving safety, health and wellbeing
- Takes responsibility for the personal safety, health and wellbeing of self and immediate others
- Supports and encourages colleagues to actively participate in safety, health and wellbeing initiatives

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.

