



Ballarat Cemeteries

POSITION DESCRIPTION

POSITION: Operations Manager

CLASSIFICATION: Contract

APPROVING MANAGER: Chief Executive Officer

DATE APPROVED: May 2019

NAME OF INCUMBENT:
SIGNED: _____

DATED: _____

1. Organisational context

The Ballarat General Cemeteries Trust is a State Government Agency which is a self-funded and not for profit organisation. Ballarat Cemeteries (BC) was established under the Cemeteries & Crematoria Act 2003, currently operates two public cemetery sites, and performs over 800 cremations and 300 burials per year. With a proud history and a well-planned future, Ballarat Cemeteries, comprising the Old Ballarat Cemetery, the New Ballarat Cemetery and Crematorium, is a tranquil and beautifully maintained essential community asset.

As one of only two Botanical Cemeteries in Victoria, the New Ballarat Cemetery covers 55 hectares and includes 63,000 square meters of lawns, over 6,500 trees and roses and peaceful open parkland. With a 20 year Master Plan for existing and new locations in place, it is a memorial landscape recognised for its variety of peaceful settings. We employ 16 staff and actively partner with business's, service providers and community.

It is the role of BC to ensure the future of this community's beautiful and unique asset, keeping it perpetually maintained for the generations ahead. Our cemeteries are a place where history is remembered, where stories can be shared, and lives never forgotten. It is an asset that we are responsible to care for in the present and sustain into the future.

Our mission is:

**Remembering the past,
Caring for the present,
Planning for the future.**

Our focus is to provide our services to our community with care and concern. We provide professional and sensitive guidance to enable decision making, often at emotionally challenging times, to be as straightforward as possible, for families and the broader community.

2. Position objectives

To manage, plan and develop the cemetery, crematorium operations and public park facilities to support the strategic direction of the Ballarat Cemeteries (BC). This position provides leadership in all areas of cemetery and crematorium operations with the purpose that the services provided, meet the needs of



the BC community and statutory obligations and are consistent with good practice and effective management of operations.

3. Organisational relationships

Reports to: Chief Executive Officer

Supervises: Gardening Staff
Crematorium Staff
Grave Digging Staff

4. Accountability and extent of authority

The position is responsible for the co-ordination and delivery of a range of cemetery, crematorium and botanical garden services within a legislative framework.

The Operations Manager is accountable to the Chief Executive Officer for:

- Overall performance of direct subordinates in achieving service objectives within budget allocations and consistent with legislative guidelines, Ballarat Cemeteries policies and operational procedures and timeframes.
- Giving timely and accurate support and general advice to internal and external enquiries on matters related to cemetery and crematorium operations.
- Providing services and recommending processes which operate within a team environment and which are based on the values of collaboration, accountability and respect.
- Effective and efficient management of staff, financial and physical resources within the outdoor cemetery environment.
- Responsible for the provision of efficient and accurate information to the Chief Executive Officer.
- This position has a high level of day to day accountability and will regularly be asked to make independent decisions based on cemetery and crematorium operations for situations not previously encountered.

The Operations Manager has authority to:

- Manage and maintain the operations and assets within the key responsibility areas.
- Manage and maintain levels of staff required for the continuous smooth delivery of services
- Manage and maintain levels of staff required to ensure services are delivered within agreed quality standards expected by the trust.
- Authorise expenditure from the Operations budget accounts within the framework of delegated authority and cemetery policy and procedure.
- Formulate for consideration, as part of the budget process, program objectives, levels of service and resource requirements.

5. Key responsibility areas

1. Burials, Cremation and Memorialisation
2. Botanic Park Management
3. Team Management
4. Workplace Health and Safety
5. Client Service
6. Financial and Asset Management
7. Quality, Presentation and Continuous Improvement



Key Result Area 1: Burials, Cremation and Memorialisation

<p>KPI</p> <ul style="list-style-type: none"> a) Evidence of meeting operational and revenue targets. b) Uses good judgement, information and observations to evaluate and recommend actions to support decisions and deliverables. c) Evidence of appropriate delegation, communication and decision making. d) Effective relationships with business partners and community are created, established and maintained. e) Evidence of effective and respectful working relationships. f) Tasks, activities and projects completed within agreed timeframes. g) Maintenance requests and complaints are managed within agreed timeframes. h) All capital projects accurately scoped and budgets planned and scoped. i) Evidence of proactive response to maintenance and improvements from community feedback. 	<p>Responsibilities and Tasks</p> <ul style="list-style-type: none"> • Ensure the efficient and timely delivery of core services. • Ensure services are delivered to agreed quality standards • Ensure processes and services are regularly reviewed and changed to meet community and organisation requirements. • Ensure equipment is maintained to levels required to deliver quality services. • Maintain intelligence on competitor products and cemetery operators to make recommendations to improve sales opportunities within key client segments and cultural groups. • Promote a balanced culture amongst all reporting staff, ensuring staff are well briefed in business activity levels, client service experience and performance against budget. • Ensure smooth progress of funeral services and funeral processions, whilst maintaining a good public image for BC. • Investigate and resolve all complaints received satisfactorily and where appropriate escalate to the CEO. • Ensure complaints are tracked and recorded and measured from time to time with staff briefed to help gain from the experience. • Develop and manage efficient work plans for projects and event involving a number of groups • Develop and maintain efficient and effective relationships with Funeral Directors. • Monitor bookings and service delivery provided by contractors, suppliers and cemetery vendors. • Assist in the organisation and presentation of special events as required. • Accurately scope capital projects including budget, timing and required resources. • Monitor, report on and retain records concerning operations and projects. • Facilitate training of staff in operational duties
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Key Result Area 2: Botanic Park Management

<p>KPI</p> <ul style="list-style-type: none"> a) Evidence of implemented maintenance schedules. b) Evidence of initiated discussions re amending and updating the Master Plan 	<p>Responsibilities and Tasks</p> <ul style="list-style-type: none"> • Maintenance and management of a botanical park to the agreed service levels. • Ongoing review, monitor and amend long term (20 years) Master Plan for existing and new locations. • Ensure all maintenance and development of the park is within a sustainable framework. • Management of capital projects
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<p>c) Evidence of consistently meeting current standards along with appropriate monitoring and reporting</p>	<ul style="list-style-type: none"> • Management of all plant, cemetery and crematorium assets and facilities ensuring planning for replacement and long term use. • Ensuring preservation of our cultural and historical assets and culture within all management and future planning of the park
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Key Result Area 3: Team Management

<p>KPI</p> <ul style="list-style-type: none"> a) Team members operating in an environment of trust, appropriate instructions, effective and participative communication and shared goals. b) High level of leadership and effective management of team functions, activities and practices. c) Identify and participate in activities which support and enhance a caring workplace culture d) Evidence of appropriate delegation, communication and decision making. e) Frequency of team meetings. 	<p>Responsibilities and Tasks</p> <ul style="list-style-type: none"> • Responsible for all Ballarat cemeteries outdoor staff inclusive of supervisors and team leaders, across all service areas. • Promote and enforce a high level of presentation across all Ballarat Cemeteries. • In conjunction with CEO, responsible for the recruitment, selection, orientation, performance management of employees, as well as communicating job expectations, planning, monitoring and enforcing policies and procedures. • Ensure all Board and committee decisions are communicated to staff • Ensure the strategic directions of Ballarat Cemeteries are consistently considered in all operational communications and decisions. • Ensure all staff are adequately trained and skilled in product knowledge, client service enabling staff to work within position requirements. • Oversee and approve the processing of staff salary payments and approvals of all leave with substantiated sick leave documentation. • Lead, develop and coach team members ensuring the achievement and maintenance of performance measures/indicators, activity co-ordination, standards and procedures. • Lead and facilitate the constructive participation and contributions from all team members in the achievement of their key performance indicators • Foster and support a participative team environment through regular meetings and ensuring team members receive appropriate instructions, information and advice. • Provide regular constructive feedback on team member's performance (which is documented) and progress in light of expectations and goals. • Celebrate positive performance and proactively manage poor performance. • Identify training needs of direct reports. • Develop and maintain productive relationships with the indoor staff. • Contribute collaboratively in identifying and resolving issues and problems related to team practices.
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Key Result Area 4: Workplace Health and Safety

KPI	Responsibilities and Tasks
<p>Adheres to all workplace safety laws, regulations, standards and practices.</p> <p>Safe work environment achieved via:</p> <ul style="list-style-type: none"> a) undertake worksite audits b) Positive audit result undertaken annually (by external auditor) c) demonstrated competence in use of equipment, substances and materials as assessed by a nominated person d) wearing protective clothing and equipment when required and as instructed e) reported and begun investigation of all incidents, accidents and injuries and completed all documents and forms as required and within 24 hours f) reporting hazards and risks g) attending mandatory WHS training 	<p>Observe obligations and responsibilities in accordance with the Work Health and Safety Act; and comply with Ballarat Cemeteries WHS Policies and Procedures; taking reasonable care to:</p> <ul style="list-style-type: none"> • protect own health and safety at work; • avoid adversely affecting the health or safety of any other person through any act or omission at work • use protective personal equipment (PPE) provided for health or safety purposes • observe reasonable instruction provided by the CEO or Authorised Personnel in relation to health and safety at Work • report immediately, or as soon as practicable any injury or illness to self or another person, including any near miss incidents <ul style="list-style-type: none"> • Review, amend and if needed create OH&S/safe working measures and procedures to ensure safe working conditions for all team members • Undertake annual audit on Park and Memorial safety and address any identified concerns.

Key Result Area 5: Client Service

KPI	Responsibilities and Tasks
<ul style="list-style-type: none"> a) Cooperative, flexible and strong commitment to providing high level client service to internal and external clients b) Type, frequency and severity of client complaints. c) Responses to complaints are appropriate and timely d) Empathy and sensitivity evidenced when in contact with clients of BC 	<ul style="list-style-type: none"> • Provides a collaborative workplace environment for employee growth and development that instils pride, a sense of ownership and the challenge to employees to exceed client expectations. • Investigate complaints and compose appropriate responses in line with legislation and relevant policies and complaint handling guidelines. Elevate when required. • Manage client expectations by clarifying expectations and deadlines; keeping clients informed of progress; provide courteous, prompt and professional service to clients. • Liaise with appropriate staff on identifying and implementing operational solutions to address complaints related issues.



Key Result Area 6: Financial and Asset Management	
<p>KPI</p> <ul style="list-style-type: none"> a) Physical Assets are secure and risks are minimised. b) Team members are aware of and contribute to sustainable practices and cost effective use of BC assets. c) Timely and cost effective reporting of maintenance requirements. <ul style="list-style-type: none"> a) Operational and revenue targets are met. b) Expenditure is co-ordinated within delegated parameters and compliant with legislation, commercial/contractor agreements and policies and procedures. 	<p>Asset Management</p> <p>Undertake Ballarat Cemeteries physical assets management and sustainability objectives relevant to the function and role. Such responsibilities include:</p> <ul style="list-style-type: none"> • Ensuring building, amenities, plant and equipment are secured and stored as relevant. • Ensuring staff are operating and maintaining plant and equipment effectively and safely • Physical asset faults or maintenance/replacement requirements are identified and reported. • Management of asset management strategy, including tree management plan, road management plan and plant replacement plan. <p>Financial Management</p> <ul style="list-style-type: none"> • Actively engage with the CEO and Management team in business planning and development of annual product budgets and achievement of financial forecasts across all cemeteries. • In conjunction with the CEO to undertake needs assessment for capital works, equipment purchases and contribute to budgeting process. • Co-ordination of operational materials and goods purchases in line with Ballarat Cemeteries procurement policy
Key Result Area 7: Quality, Presentation and Continuous Improvement	
<p>KPI</p> <ul style="list-style-type: none"> a) Demonstrated compliance with all BC policies and procedures at all times. b) Quality and continuous improvement initiatives c) Identified, developed and implemented. d) Active participation in trialling and evaluating new initiatives. e) Evidence of positive participation in continuous learning strategies and initiatives. 	<p>Responsibilities and Tasks</p> <ul style="list-style-type: none"> • Facilitates identification, development, implementation and evaluation of improvements. • Provides leadership in the planning and implementation of improvement activities, ensuring team members participate in improvement activities which review the frequency, responsiveness, effectiveness and appropriateness of services. • Ensure the presentation of cemetery grounds are in accordance with BC standards and guidelines. • Undertake quality and continuous improvement projects and initiatives to meet strategic goals and objectives. • Contribute to and facilitate a continuous learning philosophy through maintaining qualifications and learning and applying new skills and competencies.



It is expected that the Operations Manager will undertake the role in a manner which is aligned to the values of the organisation and the following leadership performance criteria.

Shapes strategic thinking

- Proactively supports BC's vision
- Inspires
- Leads and influences change

Achieves results

- Achieves and delivers results
- Promotes best practice and drives effectiveness
- Assumes accountability

Forges relationships and engages others

- Establishes and maintains client and community networks
- Communicates clearly and adapts to audience
- Promotes information sharing and values and encourages input from others

Exemplifies personal drive and professionalism

- Models BC's values
- Engages with others in a respectful and professional manner
- Promotes quality, safety and sustainability

Drives business excellence

- Builds team and individual capability and expertise
- Predicts and plans for future operational needs

Key Selection Criteria:

1. Demonstrated commitment to and energy for, the mission, strategic objectives and values of Ballarat Cemeteries.
2. Demonstrated high level leadership and management skills and the ability to motivate, provide direction and support staff to achieve organisational objectives.
3. Highly developed interpersonal skills, including strong skills in negotiation and consultation skills. Experience in developing and maintaining effective relationships with staff, business partners, service providers and clients (eg Funeral Directors).
4. Demonstrated experience in ensuring staff compliance with WHS practices and legislation, with policies which includes implementing controls and management practices to prevent and address incidents, injuries and safety risks.
5. Demonstrated commercial business acumen, effective human resources and financial management skills with well developed skills in conceptual thinking, analysis, problem resolution and decisions making.
6. Highly developed organisation, project and time management skills and a demonstrated ability to effectively plan, prioritise and delegate tasks.
7. Highly developed written and oral communication skills. The ability to provide clear and concise written and verbal advice, information and reports.
8. Demonstrated knowledge of equipment and mechanical plant requirements

Qualifications and experience

The skills and knowledge required for the position would typically be acquired through:

A tertiary qualification in a relevant trade, plus several years' experience in management of:



- a cemetery park or
- botanical garden or
- substantial experience in a horticultural field or
- demonstrated technical competence in the field of landscape maintenance and infrastructure improvement.

In addition to this experience you will also need to demonstrate:

- strong people management skills and experience and
- competent computer skills (Word, Excel, Outlook and company databases and applications)

Experience in implementing risk management and WHS policy and practices in a public park, or cemetery environment would also be highly regarded.

Also required

- Current Police Check
- Current working with children check
- Current Driver Licence

Other relevant information:

- Remuneration and Employment – contract for 5 years
- You may be required to undertake other projects and duties as directed by the CEO who may also amend this position description if required. Any changes will be made in consultation with the affected employee(s).
- You are required to maintain a current Victorian drivers licence, police and working with children checks
- Appointment will be subject to a three month probationary period from the date of commencement and a Performance Review will occur three (3) months following, then annually taking into account the key roles and responsibilities and required personal and professional attributes outlined in this position description. In addition to reviewing performance (individual and work team), the meeting provides an opportunity to ensure role clarity, revise key performance activities/measures and set development objectives and goals for the year ahead.

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

All Ballarat Cemeteries employees are required to:

1. Maintain the highest standards of integrity and behaviour in line with our Values and Code of Conduct.
2. Uphold and enhance the reputation of Ballarat Cemeteries.
3. Contribute to the achievement of the organisations values that are important to the success of BC through demonstrating the following behaviours:
 - valuing the customer
 - being open, ethical and accountable
 - being committed and enthusiastic about getting the job done
 - continuing to learn
 - being reliable and resourceful
 - respecting the views, opinions and capabilities of others
 - working together in partnership
 - showing leadership
 - seeking and celebrating achievement

You are required to comply with all Ballarat Cemeteries Policies and Procedures (as amended from time to time) and contribute to and maintain a safe workplace environment.