



Shire of
Collie

Director Operations

Information for candidates

Cover Photo: John Bylund



Shire of Collie

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Tracey Peach



John Bylund

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Welcome to Collie

I am delighted you are considering the role of Director Operations at the Shire of Collie. This is a town with a very promising future, and one that offers real opportunity to make a difference.

While the area has historically been associated with coal mining and coal-fired power stations, Collie is undergoing a significance period of change.

Aided by the State Government led 'Just Transition' program, our community is working to diversify its economic base and set up for long term prosperity. As example, the Government's tourism investment plan is supporting the development of Collie as a tourism destination with over \$50M in funding. Already we have seen significant new investments from the public and private sectors. Initiatives range from \$10M construction of world-class mountain bike trails through to the growing and processing of medicinal grade cannabis.

Collie is in an ideal setting, with an abundance of offerings. For a small community, we 'punch above our body weight' when it comes to arts, adventure and attractions. In a picturesque region, we are supported by a full range of services and affordable housing; five primary schools, a high school, hospital, public swimming pool and multiple sporting organisations including football, netball, hockey, basketball, soccer, cricket, swimming, cycling, motor sports, martial arts, shooting, dancing, equestrian and water sports.

As Collie is transitioning, so is the organisation working to improve the provision of services and facilities while achieving operational efficiencies.

Supporting the Shire President and Councillors, the Shire is led by an executive team that is working to harness the many opportunities available in Collie. As part of the leadership group, the Director Operations has opportunity to bring to fruition a world-first innovative waste processing operation. This is just the start of a range of professional achievement opportunities.

A collaborative mindset is essential in this role, ensuring everyone involved in projects and services can work from their strengths. As Chief Executive, I place importance on core values of integrity and accountability, along with an attitude of 'working to outcomes'.

If this role fits your career objectives, we would like to hear from you. In the meantime, we appreciate you considering this opportunity.

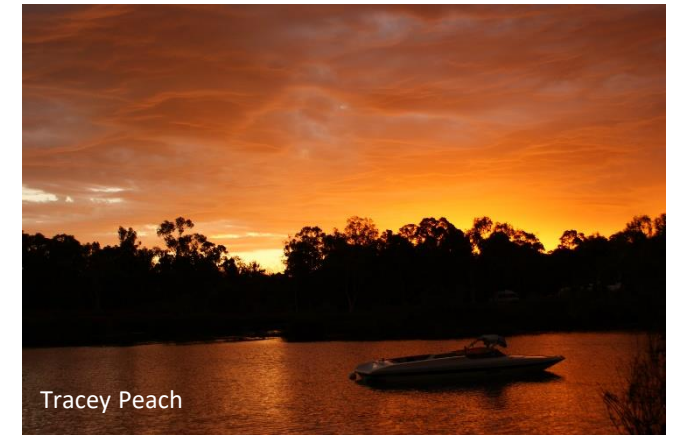
Matt Young
Acting Chief Executive Officer
Shire of Collie

The Shire of Collie covers an area of 1,711 square kilometres. Located 202kms south of Perth, Collie is situated 59 kms inland nestled amongst dense jarrah forest. Collie is home to the Nyoongar First Nation people and is situated in the *Gnaala Karla Booja* region. The Shire of Collie was formed by an amalgamation of the Municipality of Collie (1901) and the Collie Road District (1900) to become the Collie Coalfields Road District on the 2nd March 1951. Collie was declared a Shire in July 1961 and officially named the Shire of Collie on the 1st July. The Shire of Collie includes the towns and localities of; Collie, Allanson, Buckingham, Collie Burn, Collie Cardiff, Harris River, Lyalls Mill, Muja, Mungalup, Palmer, Preston Settlement, Shotts, Worsley and Yourdamung Lake.

The Shire of Collie is surrounded by the neighbouring Councils of Harvey, Boddington, Williams, West Arthur, Boyup Brook, Donnybrook-Balingup and Dardanup.

There are 198 places heritage-listed within the Shire of Collie, of notable mention is Wellington Dam.

The Shire is a 2-hour drive from Perth and a 40-minute drive to Bunbury.



History

Collie is, historically, Western Australia's most important coal mining town. At the 2021 census, Collie had a listed population of 8,812.

Collie was first explored, by the European's, in 1829 by Captain Stirling who was accompanied by Lieutenant Preston and Dr Alexander Collie. In 1883 coal was discovered along the Collie River, a significant event that was a catalyst for the founding of the townsite. 1895 saw a railway line to the coalfields begin construction with Collie declared a township the following year. The first coal fired power station was built at Collie in 1931.

December 1943 Collie was to be the location of a power alcohol distillery to support war efforts. The alcohol would be used to improve the octane rating of petrol which is essential for the manufacture of munitions.

In 1948, a 3-week strike was enacted when mine workers claimed unsafe work conditions underground due to a cantankerous horse, "Red".

Underground mining was halted in 1994 when all mining in the area was replaced with open cut operations. Collie still has 2 open-cut coal mines in operation today Griffin coal and Premier Coal (Yancoal Australia).

Our logo

In 2019, the Shire of Collie underwent rebranding to bring a fresh new look to the Council logo. Incorporating elements of the unique Collie landscape the logo represents the interaction between the environment and the community. Represented by the logo is the beautiful waterways dotted throughout the Shire, leaves to symbolise the expansive national forest, the open-cut coal mines – an iconic part of Collie and, the welcoming nature of the community.



water
represents the abundance of lakes and waterways throughout the Shire, (ie. Black Diamond Lake)



leaves
beauty of the natural environment that surrounds Collie, also symbolic of sustainability, growth and prosperity



open-cut coal mine
representing Collie's pride in it's mining heritage



community
a person in celebration – representing a joyful and thriving community

Coal Mining and processing

Both of Collie's open-cut mines are located approximately 15kms east of the townsite on each side of the Coalfields Hwy. The mines service Collie's 3 power stations; Muja Power Station, Collie Power Station and, privately owned, Bluewaters Power Station. Premier Coal employs over 300 people and supports a wide range of regional industries and community-based activities including support of the local early education centre. Coal mined from the 2 mines is used locally and not exported like that on the Eastern coast of Australia. Approximately 1100 jobs in Collie are directly linked to the coal mining industry and the supply of power.

South32 situated in Worsley, processes alumina at the refinery from bauxite mined near the neighbouring town of Boddington. Like Premier Coal, South32 supports community-based activities in the Shire including the early education centre.

The areas in Collie that employ the highest number of individuals include: Technicians and trade workers, machinery operators and drivers, and labourers (54.6%) (Census, 2016).



Education

Collie is well provisioned in terms of education boasting 5 primary schools, a regional high school and a TAFE campus. The 4 public primary schools are steeped in tradition with factions named after different areas of the town. The Catholic primary school also caters for approximately 155 students. Collie Senior High School services the surrounding towns as well as the Collie townsite and caters for 518 students (Semester 1, 2021).

South Regional TAFE offers VET programs to the high school students as well as members of the wider community. Business studies and aged care courses are the main areas of study. The visual arts program recently held an exhibition at the local art gallery showcasing the works of the students which was highly regarded by the Collie community.



Collie Art Gallery

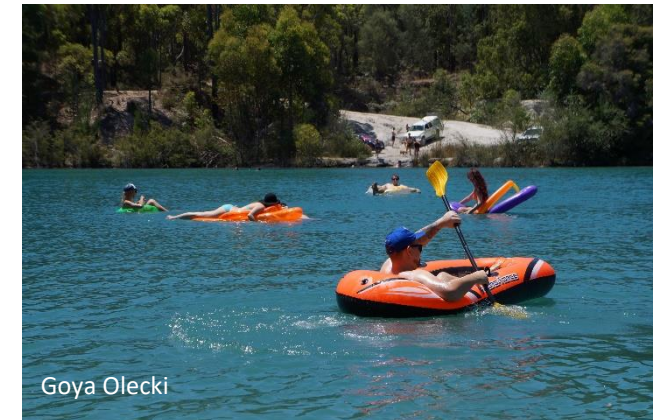
Officially opened in 2015, the Collie Art Gallery takes pride of place on Throssell street after 40 years of passionate lobbying, planning and fundraising. The Collie Art Gallery was the first purpose-built A-class public art gallery opened in WA since the Art Gallery of WA was opened in the 1970s. The Gallery was built as part of the Shire of Collie's SuperTowns program.

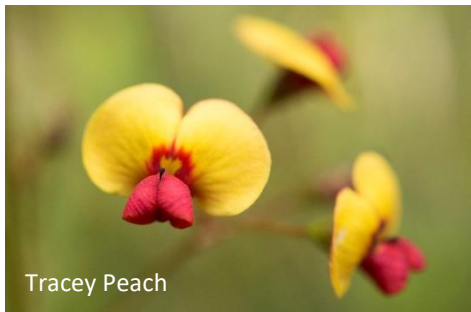
The Collie Art Gallery has hosted many exhibitions over the past 6 years including Australian and local artists. The local FestivArty festival showcases local artists' work and allows the local schools to showcase the artwork of students.

Collie Art Gallery – courtesy of www.collieartgallery.org.au

Sport

Collie has a strong sporting culture, whether it be football (AFL), hockey, rugby, swimming or dancing. Both indoor and outdoor sports are catered for with dedicated football and cricket ovals, soccer pitches, tennis courts and the Shire swimming pool. The recreation centre provides facilities for both netball and basketball, catering for players of all ages.





Natural Environment

Surrounded by national forest, Collie is a picturesque town that boasts amazing landscapes coupled with unique flora and fauna. Take a meander down one of the trails to fully immerse yourself in the serenity and beauty of the Wellington National Forest. The Collie River winds its way through the valley offering many vantage points to observe the beauty of the natural landscape. Collie Scenic Drive offers visitors a peaceful drive through the forest with lookouts scattered along the way to stop and take in the surroundings. Minninup Pool, Black Diamond and Stockton Lake are all fabulous locations for a day out and about. Lake Kepwari was recently revitalised by the State Government and provides facilities for those wanting to camp in the area.

Shire of Collie - Council

The Shire of Collie Council is served by 10 elected Councillors who are fully committed to the wellbeing and further development of the community and local business.

The Shire of Collie employs around 90 staff including casual and contract staff.

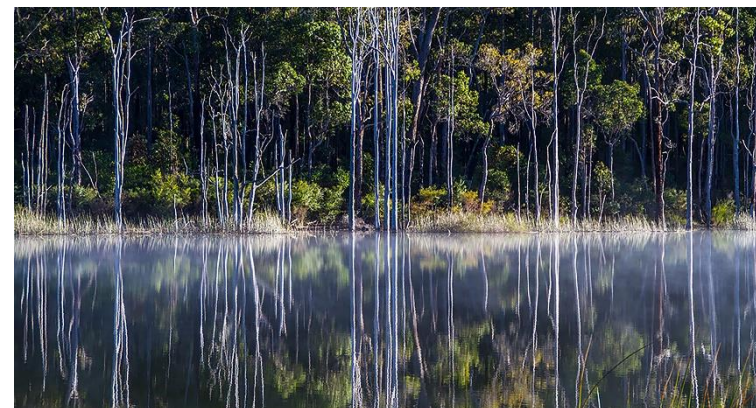
Staff Mission

The Shire of Collie Council's Vision is:

"A connected community that is as rich and diverse as its heritage and landscape"

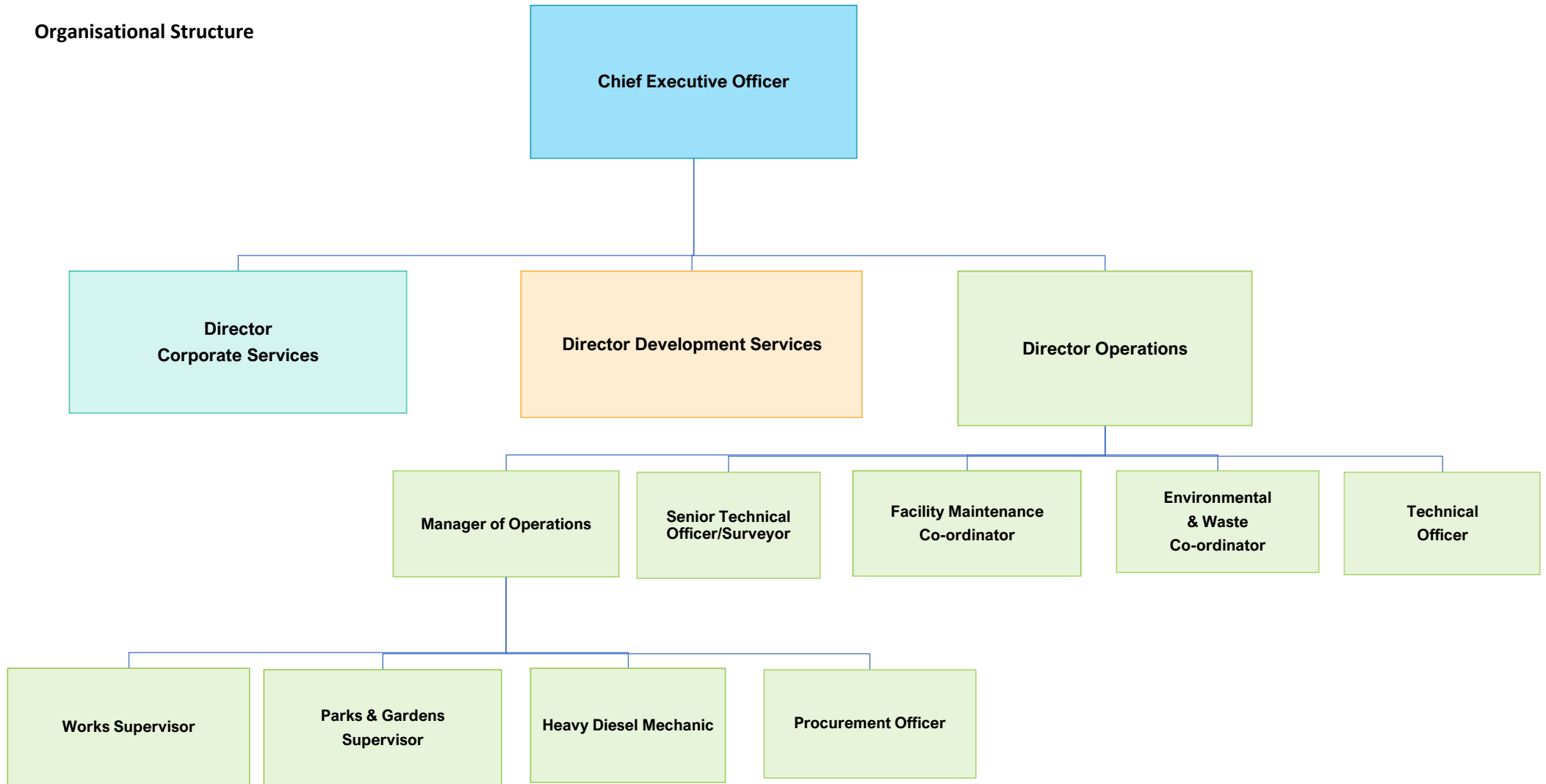
The core values at the heart of the Council's commitment to the community are:

- *Acting with integrity, transparency and accountability*
- *Leading the delivery of the community's vision*
- *Enabling community-led endeavours to make the Shire of Collie a better place*
- *Respectful progress*



The Position and its challenges

Organisational Structure



Who are we looking for?

Council is seeking a Director Operations to be part of an experienced executive team that delivers on the Council's objectives. The executive team 'has its work cut out', as they say, but if driving and delivering operational performance, are committed to delivering results and are a natural at 'tuning in' to the heartbeat of councillors, staff and community, then Shire of Collie offers a very rewarding career opportunity.

This role would appeal to those who have aspirations to take the next step and progress your career in a Local Government environment. This role would suit a person currently working in a hands-on Manager role in Engineering, Asset Management, Works Management or Operations in either a State of Local Government position or within the private sector, and those who have sound working experience in asset management planning, civil construction and maintenance, operations management and people management.

The successful candidate will possess experience and formal training in civil engineering or another discipline relevant to the nature of this position. The Director will have specific responsibility for technical services excellence and a customer service culture across operations. This role is a senior leadership position charged with driving sound organisational processes, performance and results. As a member of the Executive Team, the role requires you to act constructively in the interest of the organisation as a whole.

The desired skills and personal attributes of the new Director Operations include:

- An ability to lead development of the Group's priorities, objectives, goals, and to actively seek out new processes and technologies to help improve efficiency and effectiveness.
- Fosters and promotes a workplace culture based on professionalism, collaboration, respect, safety and accountability with significant experience in leading and managing multi-disciplinary staff.
- Identifies and uses appropriate communication styles (written and verbal) in an effective manner in a variety of circumstances using appropriate tone and appearance for the situation.

- Able to build and maintain effective working relationships with our elected members, community groups and a wide-range of individuals, key stakeholders, work colleagues, consultants, audiences and cultures who don't always have the same view point.
- A strong commitment to working in partnership with the Chief Executive Officer, Director Corporate Services and Director Development Services, to support each other in helping to lead the staff organisation.
- Critical thinking, creativity, and innovation management.
- High standards of personal ethics and integrity, high levels of discretion and diplomacy with proven ability for transparent and professional decision making.
- Ability and willingness to exercise forward thinking, prioritise, organise and accomplish work in alignment with established goals, timeframes and plans.
- A strategic thinker, with an ability to see past the present.

You will have appropriate leadership and management experience, and ideally tertiary qualifications within a related field.

You will be able to work in collaboration with the CEO to achieve the balance of managing the business and being out in the community.

Total Remuneration Package (TRP)

An attractive remuneration package will be negotiated with the applicant based on the skills, abilities and experience the preferred Director will bring to the role. We will negotiate with the right candidate. The package will include salary, a contribution towards the private use of a motor vehicle, and superannuation contribution of 11.5% on the cash and non-cash value.

Residing within the Shire of Collie will be very highly regarded, and a housing allowance will be offered for such.

The Recruitment Process

This position is being advertised with a closing date of **Friday 6 September 2024**.

Applications should be addressed to the Human Resources Office - submission details can be located on our website www.collie.wa.gov.au

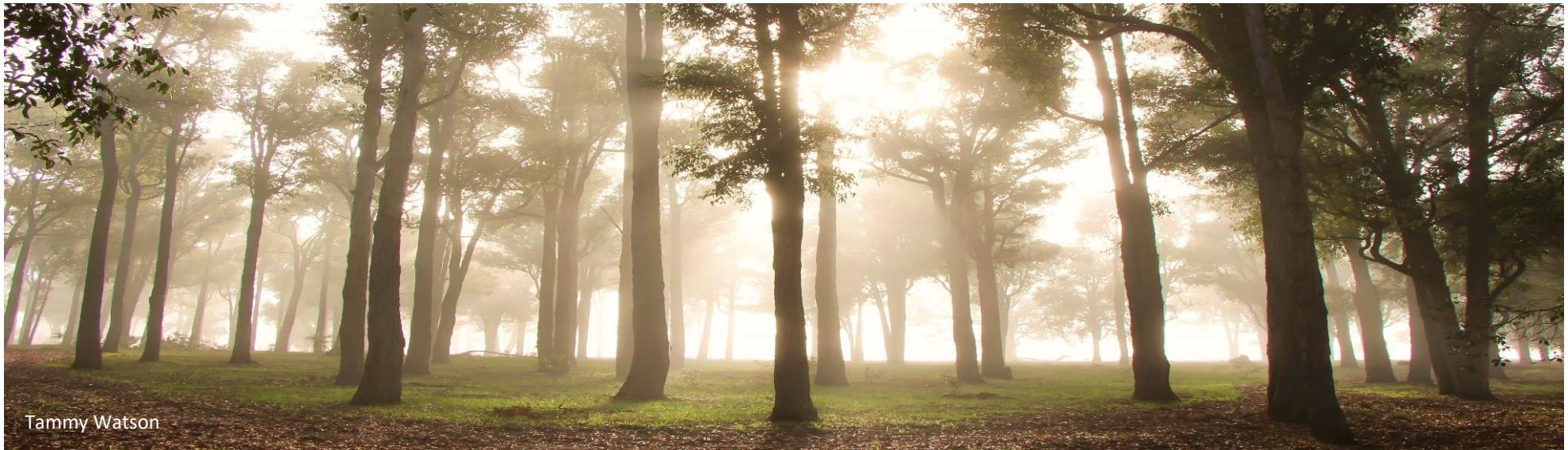
Queries regarding the position itself or the recruitment process can be directed to Acting Chief Executive Officer - Matt Young who can be contacted via (08) 9734 9000.

Shortlisting and interviews

A shortlist of candidates for interview with the Interview Panel will be selected after applications close and interviews will be held at the Shire of Collie's administration office. As much notice as possible will be afforded to applicants to ensure they can attend.

Referee checks are conducted after interviews. Please ensure that your referee's details are correct and that they are aware that they will be contacted.

As a senior appointment, the final appointment decision will be made by resolution of the full Council.



Tammy Watson

Appendix I – Advertisement



DIRECTOR OPERATIONS

The Shire of Collie is seeking an enthusiastic professional to join the team at this exciting time. The opportunity exists for a motivated individual to lead engineering at a pivotal time for the Shire.

Living and working in the Shire of Collie will provide a fantastic work-life balance in the idyllic South West.

This position will suit a person with a strong sense of purpose, who has demonstrated strengths in the technical services sector, preferably in Local Government. The role requires a strategic corporate and community outlook along with leadership to deliver high organisation performance. A collaborative and flexible style with a strong focus on staff development is important.

A 3-5 year contract will be offered with an attractive remuneration package that will ensure a high quality individual is attracted.

Please contact the Human Resources Officer, on 9734 9000 or by email hr@collie.wa.gov.au for the information package. Alternatively, you can go online to our web page www.collie.wa.gov.au to download the application package or call into the Administration Office to collect a hard copy.

Applications can be emailed to hr@collie.wa.gov.au . All hard copy applications should be sent to:

“Confidential – Human Resources Officer”
Shire of Collie
Locked Bag 6225
Collie WA 6225

Applications close 6 September 2024 at 5.00 pm.

Matt Young

Acting Chief Executive Officer

Appendix II - Position Description



Director Operations

Position Description

Position number: OP001



POSITION DESCRIPTION

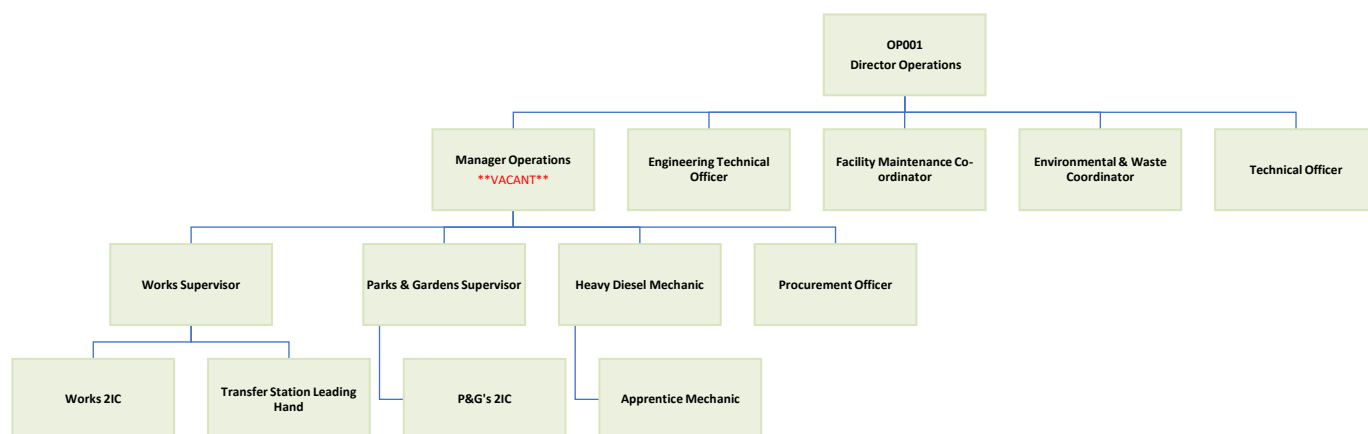
Position	Director Operations
Department	Operations
Location	Shire Depot Building, Cockie bend, Collie WA 6225
Reports to	Chief Executive Officer
Supervises	5 direct reports, 38 personnel
Level	Contract – Performance based fixed-term
Position number	OP001

Position Objective

As a member of the Executive Team, the Director Operations provides leadership and direction in the areas of roads, drainage & associated infrastructure, built facilities, waste management & services and open spaces, parks & gardens, and all related activities in accordance with various statutory regulations, policies, and procedures.

This position is accountable for the delivery of Council's services while working to continuously improve all aspects of operational services to meet the needs of a growing community. The Director Operations will provide strategic vision, leadership and expert guidance to the Shire while ensuring short and long-term plans are in place to effectively manage and maintain the current assets under the Operations directorate key areas of accountability.

Workforce Structure



Our Vision

Collie - A progressive community, rich in opportunities and as diverse as its heritage and landscape.

Our Values

The core values at the heart of the Council's commitment to the community are:

Integrity	Transparency	Accountability	Collaboration	Respect
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Our Commitment to Community

We will lead the delivery of our vision

We will support local business wherever possible

We will consult and engage with our community on issues that affect them

We will encourage, welcome and value feedback

We will encourage, support and advocate for our community

Key Duties

1. Leadership

- 1.1 Provide strong and inspiring leadership to staff in achieving Council objectives to deliver on the Community Strategic Plan and Corporate Business Plan.
- 1.2 Encourage open and honest, two-way communication at all levels.
- 1.3 Facilitate informed decisions and responsiveness by ensuring effective communication strategies are in place to provide staff and stakeholders with up-to-date information regarding Senior Management and Council outcomes, actions, and initiatives.
- 1.4 Encourage a team approach at all levels, promoting initiative and the principles of continuous staff development within agreed guidelines.
- 1.5 Drive and deliver on a program of performance management and continuous improvement across the directorate.
- 1.6 Take a hands-on approach to leadership, to drive and deliver on annual business plans, programs and budgeted works.
- 1.7 Facilitate the achievement of individual and team potential and create a positive working environment in which staff share their expertise and experience in a productive manner.
- 1.8 Operate in ambiguity and take an agile approach to leadership

2. Strategic Management

- 2.1 Develop and implement effective and sustainable asset management and people management strategies, and provide advice to Council and staff on short and long-term strategic issues
- 2.2 Lead in the development of Council's assets, plant, and landfill management plans incl. long term asset and financial plans.
- 2.3 Practice and support sound management and technical practices and systems in pursuit of the strategic goals of Council.
- 2.4 Ensure the development of robust business plans for the areas of roads and infrastructure which support the strategic direction of Council.
- 2.5 Facilitate informed decision making through the provision of accurate, timely and quality reports.

3. Service Delivery

- 3.1 Lead and encourage a learning and continuous improvement culture and providing professional development opportunities to "grow our own".
- 3.2 Develop, lead, drive and mentor the implementation of robust service delivery planning and scheduling systems, process and tools including key performance indicators and other performance standards that aim to set performance benchmarks to deliver on productivity and efficiency improvement of the directorate.
- 3.3 Implement continuous improvement strategies to improve the efficiency and effectiveness of service delivery and foster outstanding customer service.
- 3.4 Ensure all contact between ratepayers, residents, other stakeholders, the Council, and staff is open, relevant, and consistent.
- 3.5 Create a culture of strong customer service and community focus.

4. Financial Management

- 4.1 Develop and implement strategies and systems to ensure effective project management, program delivery and financial management in respect to the assets and infrastructure in the portfolio.

- 4.2 Develop and implement long term financial planning (min 10-year planning) for all key asset classes within the accountability of the Directorate.
- 4.3 Direct and co-ordinate the preparation and management of the departmental annual budgets and forward financial plans and business plans.
- 4.4 Effectively monitor, manage, and report on financial spending against budget, ensuring service delivery aligns with budget constraints.

5. Risk Management

- 5.1 Seek, develop, and maintain partnerships in funding and delivery of services to meet Council objectives.
- 5.2 Maintain effective working relationships with the CEO, Leadership team, Elected Members, and other key stakeholders.
- 5.3 Promote and develop Council's image, service, standing and role in the community when the opportunity presents itself in accordance Council strategic goals.

6. Work Health and Safety

- 6.1 Ensure full compliance with responsibilities under workplace health and safety statutory requirements, in particular:
 - Consultation with staff regarding the work environment and safe systems of work,
 - Hazard identification and risk assessment to minimise and control risk,
 - Information, instruction and training is provided to all employees, contractors, volunteers and work experience personnel, and
 - Suitable and adequate supervision is provided by a competent person.
- 6.2 Ensure that you are not, by consumption of alcohol or drugs, in such a state as to endanger your own safety at work or the safety of any other person.
- 6.3 Ensure personal adherence to Council's WHS Policies, safe work procedures, safe operating procedures and safety instructions.

7. General Responsibilities

- 7.1 Comply with Council's Code of Conduct for Employees and all other policies and procedures as varied from time to time.
- 7.2 Manage all corporate records in accordance with required policies and procedures.
- 7.3 Within the scope of this position, manage all risks within the workplace as defined by Council's Risk Management Policy.
- 7.4 Responsible for purchasing goods and services in accordance with procurement policy, guidelines, and financial delegations.

8. Core Values

- 8.1 Ensure continuous improvement of Council's services through adherence with core values as documented in Council's Strategic Community Plan.

Competency Requirements

The position requires well developed competencies in the following areas:

Self-Awareness and Self-Management – awareness of own strengths and weaknesses and ability to learn from experience.

Developing Self and Others – looking to continually develop self and others to improve performance, creating a culture of continuous improvement.

Strategic thinking – looking at the bigger picture to create strategic initiatives for the Shire and using commercial acumen to progress strategy.

Change Focus and Innovation – challenge the status quo with new initiatives, ideas, and solutions.

Team Working and Leadership – an effective team member with a learning style that is motivational and empowering.

Interpersonal Skills and Communication – ability to maintain appropriate and professional relationships with others, using appropriate skills to ensure that people understand your message.

Achieving Results – sustaining a culture that is focused on quality results.

Service Focus – promoting a ‘customer first’ service culture for both internal and external customers.

Decision Making – capacity to make complex decisions around strategy and direction, and exercise good judgement in elevating decisions to the Chief Executive Officer and/or Council.

Planning and Organising – able to set personal objectives, manage time effectively, set realistic objectives and deploy resources efficiently.

Selection Criteria – Qualifications and Experience

Criteria

- Tertiary qualification in Civil Engineering or relevant equivalent area.
- Minimum five (5) to eight (8) years in a management role.
- Experience in managing civil infrastructure design and construction.
- Extensive experience and skills in asset management planning and execution
- Experience in project management and contract administration.
- People management skills and the ability to management staff at all levels to ensure accountability and performance.
- Proven experience forecasting, managing, and controlling budgets, preferably within an operational and works environment.
- Ability to interact skilfully and professionally with various internal and external stakeholders including staff, members of the public, Council, Government agencies, contractors and others.
- Analytical, problem solving and decision-making skills.
- Ability to communicate effectively, verbally and in writing; ability to establish and maintain effective working relationship with employees, supervisors, other agencies, and the public.
- Ensure your own safety and health at work by undertaking your work duties in a safe and proficient manner. Exercise your duty of care by having thought and regard for others by ensuring that you avoid adversely affecting, the safety or health of any other individual through any of your acts or omissions at work.
- Show leadership and support for the implementation of and compliance with safe work practices and the development of a robust WHS culture in which every employee recognises and accepts responsibility for WHS.
- Monitor work practices, support training and engage with staff and contractors to ensure their ongoing safety and compliance with Workplace Health and Safety legislation and Council’s WHS policies and procedures.
- Employees shall demonstrate the Shire’s Values, “Integrity, Transparency, Accountability, Collaboration and Respect” within the workplace.
- Holds a Current WA “C” or “CA” Class driver’s licence.