
General Manager Program Delivery

The General Manager Program Delivery (GMPD) is a CEO-level role. Kanyirninpa Jukurrpa does not operate with a single CEO, but with three General Managers who perform that leadership function jointly as the Corporate Leadership Team (CLT).

Each General Manager in effect has two roles: specialised, individual responsibility for a key focus of the company, and, through the CLT, contribution to the collective responsibility for the CEO role. After a brief outline of the CLT (below), this document focuses chiefly on the specific area of responsibility of the GMPD. A separate document describes the role of the CLT in more detail.

Outline of the CLT Function

The Corporate Leadership Team (CLT) has overall responsibility for KJ's corporate performance. The three members of the CLT have different focus areas.

- The General Manager Organisational Development (GMOD) is less focused on what KJ does, particularly on a day-to-day basis, as on how the organisation does its work. The role is to lead and help managers and staff at all levels, and across the whole organisation, to design and implement ways to ensure that their work is informed by and remains true to KJ's organisational culture and its strategic values.
- The General Manager External Affairs and Communications (GMEA) has an external focus: on relationships, partnerships and communications with external supporters, including securing or maintaining the company's funding.

The CLT should operate collectively in addressing corporate responsibilities at the level of a CEO. The full range of joint CLT responsibilities is outlined in a separate document, *CLT – Overview of Role*. Key matters that are the specific joint responsibility of the CLT include:

Strategy: KJ is a highly strategic organisation, focused on long term objectives. General Managers have a responsibility for developing and maintaining a strategic view of KJ's work.

Governance: ensuring high standards in management and governance and reporting fully and openly to the KJ board.

Financial oversight: maintaining KJ's reputation as a company of high financial capability and integrity.

Excellence: KJ fosters a culture of excellence in everything that it does, from staffing and staff development, through ground-level program delivery, management, communications and publications, policy development and partner relations.

Policy: monitor government policy to ensure that KJ can influence or exploit that policy most effectively to meet its strategic objectives.

Risk: monitoring and addressing corporate risks.

It is expected that the CLT also work closely and collaboratively in the aspects of the company's work that form their individual focus areas, given that those different areas are complementary. The CLT members support each other in providing all essential leadership and management for the

company.

There is a group of mid-level managers, the Operational Management Team (OMT), who oversee staff and the day-to-day operations of the company. The GMOD and the GMPD have joint responsibility for ensuring the effective functioning of the OMT, with the GMOD being focused on issues within their domain (staff well-being, staff processes, organisational culture, team-building within the OMT, maintaining a Martu focus etc.) and the GMPD on issues within their domain (program delivery, contract obligations, budgets, logistics, safety etc.).

The GMPD's Specific Focus

The General Manager Program Delivery is a new role in KJ and is seen as essential to the company's future. The GMPD has a brief across the whole organisation – the breadth of KJ's programs and the enabling corporate services.

KJ operates programs in four principal fields:

- Cultural Knowledge Programs – collection of oral histories, return-to-country trips, mapping of waterholes, genealogies, language, historical records, traditional ecological knowledge and so on. The focus of this area is to collect and preserve rich cultural knowledge that Martu retain and to ensure that it is accessible in myriad effective ways to Martu.
- Land Programs – activities that the mainstream would regard as environmentally focused but which Martu see as the fulfilment of cultural obligations. These include the ranger program, a fire program, preservation of threatened species and management of threats to natural or cultural values on Martu country.
- Social Programs – activities that are focused on Martu social and economic development. These include activities that address endemic social problems such as incarceration, crime, alcohol abuse, family violence, juvenile crime and financial management. They also include developmental programs such as the Martu Leadership Program and targeted lobbying of government on social and economic issues.
- Families Program – an early childhood development program focused on both pre-school age children and their carers, and on ensuring that children have as strong a start in life as possible, incorporating both Martu and Western perspectives and methods.

The GMPD is responsible for ensuring the optimal performance of KJ's activities in all of these fields, while delegating day-to-day responsibility for management of that work to members of the Operational Management Team. In the following section, the major functions of the GMPD are outlined, but in all cases while the GMPD has ultimate authority and accountability for the performance of program operations, members of the Operational Management Team have the day-to-day responsibility.

The GMPD's Specific Focus

The GMPD has oversight of KJ's programs, with a focus on program delivery. The day-to-day management of program areas should be delegated to members of the Operational Management Team. But the programs' long-term direction and oversight of the quality of program delivery, the programs' budget management and resources, contribution to KJ's mission and corporate strategy, integration, evaluation and expansion are principal focus areas for the GMPD. The breadth of programs and the requirements of working in a remote and cross-cultural environment mean that this requires strong management skills, harnessing creative and adaptable processes and methods.

The following are the major elements of that oversight of program delivery.

Strategy & Planning

As part of the CLT, the GMPD participates in the development of KJ's strategic plans. In addition to the corporate strategic plan, there are major strategic documents relating to the ways in which KJ's work can be culturally informed, the overarching social strategy informing KJ's work and the manner in which KJ's environmentally-focused activities can maintain a strong cultural grounding. These plans and documents are informed by domain specialists in fields such as cultural knowledge, social strategy and environmental strategy. The CLT participates in the development and review of all of these documents.

At a lower level, optimal program performance requires effective long-term and operational planning including 'micro-strategies' that ensure that program activities are well-thought through, well targeted, adequately resourced and properly scheduled. Micro-strategies are delegated to the manager of a functional area, with the GMPD providing oversight and direction.

The GMPD has oversight of the program planning processes. In this, the GMPD must:

- Ensure that programs effectively plan their work, including adequate consideration of budgets, resourcing, scheduling and risk;
- Ensure that program plans reflect KJ's corporate mission and strategic direction and align with other corporate plans;
- Identify new opportunities, requirements, learnings or constraints emerging from program work and ensure that these inform the company's strategic, long-term outlook in program activities and initiatives;
- Support the development of new programs and initiatives as required.

Management of Program Delivery

The GMPD has primary responsibility for ensuring the effective delivery of KJ's programs. The GMPD must:

- Ensure that there are adequate systems in place to plan, monitor and review the work of all programs;
- Maintain oversight of all aspects of program work, identifying issues and opportunities in that work;
- Commission or conduct reviews of programs to ensure that they develop and continue to address emerging Martu capabilities and aspirations;
- Monitor and ensure that the complex logistics required to deliver KJ's work are organised;
- With the GMOD, oversee the recruitment, induction and review of appropriate staff and managers;
- Develop and maintain a system that makes corporate and program data easily accessible;
- Commission consultants where required to complement KJ's capacity in program work;
- Oversee the identification and implementation of optimal technologies for program methods and delivery.

Program Budgeting

Budget setting, monitoring and adaptation are essential to effective program management. KJ often has some scope to share budgets for specific activities across several contracts, requiring an informed overview of all budgets and the capacity to be appropriately flexible to meet required performance. The GMPD is ultimately responsible for setting, monitoring and making decisions on KJ's program budgets. The GMPD will work with the GMEA to ensure that KJ has adequate funding for program requirements.

Program Resourcing

KJ operates in five locations as well as travelling on remote country and across a large diaspora. Infrastructure, logistics and equipment are essential components of these dispersed operations in remote environments.

The GMPD has ultimate responsibility for program resourcing. In this, the GMPD must ensure that:

- Infrastructure is secured, maintained and managed effectively;
- Corporate vehicles and equipment are purchased or leased, maintained and managed efficiently;
- Program activities are adequately resourced with all of the equipment and supplies required for their operations;
- Appropriate systems are in place for managing KJ's infrastructure, equipment and program resourcing.

Evaluation

For both internal and external purposes, KJ has a strong emphasis on evaluation. This includes developmental evaluation in emerging or maturing program areas and impact evaluation across the breadth of the company's operations.

With the GMOD, the GMPD has responsibility to ensure that appropriate evaluation plans and methods are in place to assess the value of all programs, including:

- Ensuring that adequate data is collected and held to support proper evaluation;
- Developing long term measures for an indication of the company's effectiveness in delivering program outcomes;
- Ensuring that each program area has an evaluation strategy and conducts appropriate evaluation of program initiatives;
- Commissioning periodic SROI assessments as required by the CLT;
- Ensuring that all program areas are subject to regular, thorough and well-designed review to ensure their quality and alignment with KJ strategic objectives.

Contract Negotiation and Management

All of KJ's programs are accountable to funding bodies. The content of contracts and commitments to outcomes determine the scope of what we are able to do in any area. Contract negotiation determines the obligations that KJ must meet; the quality of our performance, contract reporting and compliance largely determines our relationship with funding bodies.

KJ derives great value from partnerships with external agencies, including funders and other stakeholders. While the GMEA has principal responsibility for relationships with external agencies, the GMPD will also have responsibilities and interactions with many agencies through contract negotiation and reporting on programs. In this role, the GMPD must:

- Develop, maintain and strengthen partnerships with external stakeholders and funders for KJ's program activities;
- Together with the GMEA, have oversight of the negotiation of KJ's funding contracts and other strategic agreements (such as Memoranda of Understanding);
- Maintain relationship with partnering agencies and neighbouring Indigenous groups and agencies to further KJ's work;
- Work with the GMEA to maintain and strengthen KJ's relationships and profile throughout the networks relevant to KJ's program work.

Legal.

KJ has a range of legal obligations. These include statutory obligations in fields such as financial management, corporate compliance, safety and the employment and management of staff. They include contract obligations under the several funding contracts held by KJ. In addition, KJ will sometimes require legal advice on an issue that has arisen. The GMPD is not responsible for providing legal advice but rather for ensuring that appropriate legal advice is obtained and that systems are in place to ensure legal compliance.

Reporting

The GMPD has ultimate responsibility for reporting on program progress and outcomes, both within the company and externally. In this, the GMPD must:

- Provide regular reports on programs to the KJ Board, the Corporate Leadership Team and the members at the Annual General Meeting;
- Ensure all grant reporting for program activities is completed on time;
- Ensure all statutory reporting required for program activities is completed on time.

Safety.

KJ operates in a remote environment and conducts activities that inevitably involve hazards. The GMPD is responsible for ensuring that the company has an adequate safety system, that safety procedures are adequately communicated and complied with and that KJ's system is constantly monitored and improved.

Relationship with the Martu community

It is important for the GMPD to have good and productive relationships with Martu, including sharing the following responsibilities with other members of the CLT:

- develop strong personal relationships with Martu individuals and communities;
- develop an understanding of the social and political environment within which Martu operate;
- develop an understanding of Martu culture, aspirations and values;
- identify the means by which Martu aspirations and priorities can inform program planning and methods used to implement;
- find ways to foster and strengthen KJ's relationship with all of the Martu community.

Accountability

The General Manager Programs will be required to manage and meet the expectations of:

- the KJ board and, through the board, the Martu community;
- peers in the Corporate Leadership Team and the broader KJ team; and
- funders and partners of KJ's programs.