



# General Manager Program Delivery

## Overview of Role & Functions

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.

### 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 Program Delivery (GMPD) will focus on enabling and ensuring the delivery of the work which fulfils KJ's obligations to funders and to Martu. This includes planning, scheduling, resourcing, supporting, evaluating and reporting on the conduct of the work. It includes problem solving and support in a fluid, cross-cultural environment as well as oversight of the expansion of KJ's programs in line with the company's mission and strategic plan.
- 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 Corporate Services (GMCS) focuses on finance, administration, logistics, practical HR, contract negotiation and compliance, safety and asset management.

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, along with the Board, 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.

**Funding:** ensuring that KJ has adequate and appropriate funding to fulfil its objectives.

**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. This includes compliance with legal and regulatory regimes and seeking legal advice when necessary.

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.

The CLT is also supported by several domain specialists, two of whom currently sit on KJ's Board of Directors. These domain specialists provide expertise in environmental strategy, cultural strategy, social policy and strategy and community development.

### 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.

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, management of invasive flora and fauna, 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. As mentioned in the previous section, specialised domain knowledge and advice is provided by several domain specialists to support the breadth of this work. It is expected that the GMPD would work closely with the domain specialists in relation to each of the program fields.

In the following section, the major functions of the GMPD are outlined.

### The GMPD's Specific Focus

The GMPD has oversight of KJ's programs, with a focus on program delivery. This is a broad brief and is made possible through a series of partnerships:

- with the assistance of domain specialists – planning the focus and content of KJ's program work, to ensure that it aligns with strategic priorities, oversee and ensure the quality of that work and ensure that programs are properly evaluated;

- with the assistance of GM Corporate Services – oversee program budgets, negotiate program funding contracts, ensure contract compliance, report on contracts, ensure that KJ's program staff follow safety policies and protocols and ensure that program staff have appropriate resources to implement the programs;
- with the GM Organisational Development – ensure that KJ's programs have adequate staff, suitably trained, developed and reviewed.

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

In addition to the corporate strategic plan, there are major corporate documents including an overarching social strategy, outlining how KJ's work can be culturally informed, and the manner in which KJ's environmentally-focused activities can maintain a strong cultural grounding. These documents are informed by domain specialists in fields such as cultural knowledge, social strategy and environmental strategy. The domain specialists create these key documents. The GMPD has responsibility for ensuring that program implementation is aligned with these strategic 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.

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 key corporate documents and 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:

- With the GMCS, ensure that there are adequate processes 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;
- With the GMOD, oversee the recruitment, induction, training and review of appropriate staff and managers and ensure staff performance is high;
- Implement and, where necessary, commission program evaluation strategies;
- Commission or conduct reviews of programs to ensure that they develop and continue to address emerging Martu capabilities and aspirations;
- Commission consultants where required to complement KJ's capacity in program work;
- Oversee the identification and implementation of appropriate 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. While the CLT as a whole is responsible for KJ's financial performance, the GMPD is responsible for setting, monitoring and making decisions on KJ's program budgets.

The GMPD will work with other members of the CLT 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 GMCS is responsible for KJ's logistics systems and infrastructure maintenance.

The GMPD has responsibility for program resourcing, which includes logistical and infrastructure requirements. In this, the GMPD must ensure that:

- Corporate vehicles and equipment are maintained and managed efficiently by community teams;
- Program activities are adequately resourced with all of the equipment and supplies required for their operations;
- KJ's program teams are appropriately resourced, including infrastructure and equipment and that program staff comply with policies in relation to use of resources.

### 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 and, where relevant, with domain specialists, 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 Board and CLT have principal responsibility for maintaining strategic relationships with external agencies, the GMPD will also have responsibilities and interactions with

many agencies through contract negotiation and reporting on programs and through operational partnerships. In this role, the GMPD must:

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

### Reporting

The GMPD has ultimate responsibility for reporting on program performance 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.

The GMPD does not have primary responsibility for contract financial reports, which lie with the GMCS.

### 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.

### Experience, knowledge and skills

To be successful in this role you will have:

- GM experience in an equivalent sized organisation and with the organisation's level of complexity.
- Experience leading teams delivering programs or having the experience of leading the delivery of programs
- Experience working in a cross cultural context with diverse groups and backgrounds is desirable

- Demonstrated ability to plan and organise tasks, people and projects by setting clear objectives, allocate resources to accomplish tasks and deliver reports on progress.
- Experience in working with a board to develop a high-quality strategic plan and a demonstrated capability in the effective implementation of strategic and operational plans.
- An inspiring and visionary leadership style that will motivate all stakeholders including staff to deliver on programs and deliverables
- A commitment to ensuring KJ's programs are both high quality and high value for Indigenous individuals, organisations and communities.
- An ability to work collaboratively with all stakeholders, staff and other CLT members in a way that empowers and values their skills and experience.

#### Personal attributes

- A genuine commitment to Indigenous empowerment and advancement and a demonstrated ability to adhere to KJ's ethics, values and principles.
- Demonstrated ability to make decisions and take action
- Reflect and learn from successes and failures and amend practices accordingly
- Take initiative and work under your own direction
- Be accountable and take responsibility for the team
- Be courageous and introduce changes when necessary
- Enjoy working with people both Martu and KJ staff
- Respect the views and contributions of others
- Be empathetic
- Be an effective listener able to understand and synthesise Martu and non-Martu staff views and attitudes
- Be consultative and adaptive in your approach
- Effective and succinct communicator
- Be well organised and set clearly defined objectives
- Be able to maintain a positive outlook and work in uncertainty and in a pressurised environment

#### Conditions of Employment

- Satisfactory completion and maintenance of a valid Working with Children check.
- Satisfactory completion of (and periodic repeating) of a National Crime Check.
- Has the ability to travel as required.