

program and project coordination

self help module

7



Industry &
Investment

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module overview

After reading this module you will have an understanding of:

- What is meant by program coordination
- The roles of the main types of coordinators; the interim coordinator, the project coordinator, the community economic development (CED) coordinator and the economic development manager.

You will be able develop a position description appropriate to your community's needs and have an understanding of:

- How to recruit a suitable coordinator
- The working environment needed by a coordinator.

module overview

the coordinator

The coordinator is the person responsible for managing/implementing a local community economic development (CED) program. Such programs are initiated at the community level. The specific geographic coverage, priorities and projects are determined at the local level. The program is generally administered by the local council or chamber of commerce. Funding may be sourced from a range of organisations including local councils, chambers of commerce and through Industry & Investment NSW (I&I NSW)'s Enterprising Regions Program. The aim of this program is to increase business and economic activity.

Coordinator positions have a range of titles: Interim Coordinator, Economic Development Manager, Economic Development and Promotions Coordinator, Main Street Coordinator, Business District Development Coordinator, Project Coordinator, Town Centre Manager, Town Coordinator, Small Towns Development Officer and variations on these. Program coordinators can be contractors or employees, depending on the employer's preference. The time period for the position and range of responsibilities may vary considerably.

the coordinator and the committee

The coordinator is responsible to the committee and carries out many of its decisions. As the person most in touch with the program, in practice, the coordinator proposes many ideas and actions to the committee. In many cases, the committee delegates a fair degree of autonomy in decision making to the coordinator. The coordinator's role in relation to the committee is to:

- provide the committee with the information and advice they need to make decisions or take action
- carry out the committee's decisions
- recommend new opportunities and proposals to the committee and alert them to anything that might negatively affect the program
- report regularly to the committee, and on its behalf ensure the requirements of funding organisations are met and funds claimed within the specified timeframes.

The coordinator must work closely with the chairperson, chief executive officer, treasurer or finance manager, the secretary and public officer.

The coordinator's role is complementary to these office bearers and may at times overlap. For example, the coordinator and treasurer may work on different aspects of financial management.

the interim coordinator

In the early stages of a local program, an interim planning coordinator may be appointed for a specified period to:

- build support and consolidate networks
- provide information and promote the program
- research key issues/needs and identify sources of information/funding
- write up the community strategic plan and play a major role in the development/promotion/acceptance of the plan
- assist in establishing the local program; develop project plans/budgets and funding applications to enable implementation of the plan.

Once the interim coordinator's tasks are completed, the committee generally employs or contracts a project or CED coordinator to implement the plan.

The position description for an interim coordinator is developed in the same way as the CED Coordinator (see the relevant section in this module). Make sure the responsibilities are specific and don't include too many as this position has a narrowly defined role and is only in place for a short time period.

Depending on the level of funds allocated toward the interim coordinator cost, it may not be sensible to advertise the position and undertake a recruitment process. Under the NSW Government's guidelines for the engagement and use of consultants, if the total cost of the contract is less than \$30,000, one quote is considered acceptable as long as the costs are considered reasonable and consistent within market rates. From I&I NSW's perspective, if the interim coordinator employment costs will not exceed \$30,000 and the committee (including all funding partners) is in agreement that the nominated person satisfies the selection criteria, this position may be filled without advertising. If a decision is made to advertise the position, refer to the recruitment process section of this module.

the project coordinator

the project coordinator

CED projects generally have specific aims, a defined budget and a limited time span.

A project coordinator can be employed or contracted to undertake one or more specific projects (tasks). Consideration should be given to employing a project coordinator when:

- the committee is not ready or cannot afford to employ a coordinator on a long term or permanent basis
- there is a need for specific expertise such as for events, shop local campaigns or marketing activities
- the organisation implementing the CED program does not have the human resources to manage new projects
- a project is complex and/or significant and requires an assigned professional manager.

In general a project coordinator will:

- be responsible for the planning, execution and successful completion of the project
- promote clear and attainable project outcomes
- build the project requirements
- manage the cost (budget), time and scope of the project
- keep the project running smoothly.

The position description for a project coordinator is developed in the same way as the CED coordinator (see the relevant section in this module). Ensure the responsibilities are not too broad and take into account the short term nature of this position.

Depending on the level of funds allocated toward the coordinator cost, it may not be sensible to advertise the position and undertake a recruitment process. Under the Department's Guidelines for the engagement and use of consultants, if the total cost of the contract is less than \$30,000, one quote is considered acceptable as long as the costs are considered reasonable and consistent within market rates. From the Department's perspective if the total cost of employing your project coordinator will not exceed \$30,000 and the committee (including funding partners) is in agreement that the nominated person satisfies the selection criteria, this position may be filled without advertising. If a decision is made to advertise the position, refer to the recruitment process section of this module.

case study

Nundle Go for Gold Festival coordinator and Hamilton project coordinator

The Nundle Go for Gold Festival organisers employ a project (event) coordinator to assist with the management and development of the event. The role of the event coordinator is the day to day management of the festival, driving long term sustainability of the event, developing and managing the volunteer base and implementing strategies to assist with the financial management and sponsorship development for the event.

The Hamilton Business District Committee employed a project coordinator to assist with the development of their wireless broadband network. The committee recognised that their part time CED coordinator did not have the time or expertise to take on the project. Eight different stages were identified in the project plan which the project coordinator managed and implemented.

the community economic development (CED) coordinator

The following information is targeted at communities who are thinking about employing a CED coordinator or are considering changing the role of their current coordinator.

The name 'CED coordinator' is a generic term that is used to describe a range of varying positions. CED coordinators have a range of titles such as:

- Economic development and promotions coordinator
- Main street coordinator
- Business district development coordinator
- Town centre or main street manager
- Town coordinator
- Small towns development officer.

Examples of the range of names used to describe the CED Coordinator include:

- The Hamilton Business District Committee employs a "Coordinator" to implement their strategic plan
- The Mayfield Mainstreet Committee employs a "Mainstreet Coordinator" to implement their program
- The Narrabri Shire Council employs a "Community Development Officer" to implement their CED program.

the ced coordinator role

The Community Economic Development (CED) coordinator plays an invaluable role in implementing the community economic development program at the local level. The job calls for a range of skills that are as varied as the towns or local government areas where they work.

In essence, the main part of the coordinator's role is to implement the priorities identified in the community strategic plan. Typically this involves:

- **managing the day-to-day affairs of the program ie:**
 - spending time with stakeholders, particularly businesses
 - maintaining contact with the local council (if the council is not the organisation employing the coordinator)
 - building and maintaining networks and alliances
 - general administration
 - day-to-day office management
 - handling enquiries and general correspondence
 - developing and improving office systems
 - research and analysis
 - reporting on progress and finances
 - training volunteers and other staff
 - generating publicity and marketing the program
 - acting as a main contact person for the media
 - representing the program publicly
 - strategic and project planning.
- **developing project plans and funding submissions to assist in implementing the community strategic plan. Projects will generally fall into the following categories:**
 - events
 - cooperative marketing
 - training
 - business research and development
 - physical design and image
 - feasibility studies.
- **coordinating the activities of the committee, subcommittees, volunteers and other participating organisations, businesses or individuals**
- **developing and carrying out a personal work plan to achieve their role.**

A community strategic plan provides a framework for developing for developing the coordinator's position description and annual work plan. (See Module 3: Community strategic planning for information on how to prepare a community strategic plan).

developing a ced coordinator position description

Developing a position description is the first step in the recruitment process. A position description is a guide to the coordinator's job.

It contains:

- Responsibilities – what the person must do and be accountable for in the job
- Selection criteria – the competencies (knowledge, skills, experience and behaviours) needed to carry out the responsibilities
- Personal qualities – aspects of personality which will contribute to appropriate behaviour and performance in the job.

When developing a position description for a CED coordinator, use your community strategic plan and common sense. It would not be possible for one person to carry out all of the responsibilities listed. It is important to get a fit between your program and what a coordinator can realistically do. If in doubt, seek advice from other similar organisations engaged in CED activities and your committee.

Utilise the following position description template, brainstorm and choose from the lists of responsibilities and selection criteria to customise your coordinator's position description in line with your community strategic plan. When choosing, ensure that the selection criteria flow from the responsibilities, and also be realistic about the skills and experience that you need in your coordinator. Selection criteria can be 'essential' (a candidate must demonstrate this attribute) or 'desirable' (useful but not vital). In a case where two or more candidates fulfil all the essential criteria, 'desirables' can be the deciding factor.

Once you have developed your position description, refer to the recruitment process section of this module for the next stages in the recruitment process.

ced coordinatorscription

tip

CED coordinators in many cases are employed on a part time basis. If this is the case for your coordinator, reflect this in your position description and ensure you have adequate support from your committee and your volunteers

tip

Ensure the position description includes a section on financial sustainability of the position. It is critical for the ongoing viability of the coordinator's position that the coordinator, the committee and the stakeholders adequately plan for all eventualities from day one.

ced coordinator position description template

<community name >Community Economic Development Coordinator Position Description (full-time/part-time)

Our vision

Briefly detail the community's vision and goals from your Community Strategic Plan

The position

< community name> are looking for a capable and dedicated person to assist with the implementation of the <community name> Community Strategic Plan.

The purpose of the position

Outline the primary objectives of the job. Examples of some projects to be implemented include . . . (list these)

Key responsibilities

Insert your list

Selection criteria

Knowledge, skills and experience

Essential

Insert your list

Desirable

Insert your list

Personal qualities

Insert your list

Organisational context

Outline your organisation's mission, how its objectives are achieved and the role of the section/division in which this position will be employed (if relevant)

Position salary, conditions and dimensions

Insert details if relevant

- i. Period of employment
- ii. Reporting structure
- iii. Budget and staff supervised
- iv. Remuneration
- v. Hours of work
- vi. Leave entitlements
- vii. Use of motor vehicle
- viii. Location of employment

ced coordinator responsibilities

CED coordinators will typically have several of the responsibilities listed below.

Building networks and support

- Build networks between the committee, sponsoring group, businesses, community/business groups, local council and the public
- Build alliances with key stakeholders
- Represent the committee at economic development functions as required by the committee.

Leadership, supervision and teamwork

- Facilitate the maximum use of available skills and resources
- Supervise consultants, other staff or volunteers, as needed
- Build team involvement, maximise productivity from people and manage conflict constructively.

Management and administration

- Conduct day to day administration of the office
- Act as a central point for enquiries and referrals on economic development matters
- Prepare reports required by the committee and funding providers.

Support an incorporated association

In cooperation with the committee secretary:

- Prepare agendas for meetings, distribute notices and relevant meeting papers to members
- Ensure that all necessary reports, minutes, documentation and records are completed and retained.

Financial

In cooperation with the treasurer:

- Keep accounts of the program including payments, invoicing, collection and compliance with legal and incorporation requirements
- Develop budgets for the program and for projects
- Provide monthly financial reports (including payments) and an end of financial year report.

Fundraising

- Seek sources of funding with a view to future financial sustainability of the program
- Prepare project proposals and funding/sponsorship applications.

Planning

- Initiate strategic planning activities and regular reviews
- Consistently shoulder responsibility for the program including implementation of the strategic plan.

Project management

- Plan projects so that tasks, responsibilities, milestones, costs and risks are estimated
- Establish communication channels between those involved in a project and manage expectations
- Implement projects in a timely manner
- Monitor, report on and evaluate projects.

Marketing and promotion

- Develop and conduct projects to raise public awareness and support for the program and its objectives, which may include: publishing newsletters, sending out regular press releases, developing promotional materials, placing advertisements, acting as the main local and regional media contact in conjunction with the chairperson
- Develop and implement cooperative marketing campaigns for local businesses targeting local people and other audiences
- Organise 'shop local' promotions to increase customer support of local businesses.

Events

- Coordinate the development of an annual events calendar to ensure maximum benefit and to prevent duplication
- Assist and/or manage the development/enhancement, organisation, promotion and evaluation of events.

Tourism development

Work with the local tourism association to implement tourism related projects identified in the community strategic plan such as:

- developing and managing marketing activities or cooperative marketing campaigns
- assisting in the development of an appropriate mix of tourism accommodation, attractions and experiences
- conducting or contracting research into tourism markets, and tourism business activity indicators and disseminate this research
- assisting with the identification, design and development of new infrastructure projects to support tourism activities
- encouraging the development or transfer of business skills amongst tourism operators through training and other strategies.

ced coordinator

Business development

- Conduct or contract research into indicators of business activity. Monitor these and provide reports to businesses
- Create and strengthen opportunities for expansion of local businesses
- Initiate activities that will encourage new businesses to relocate to the area and the development of new industries to improve business mix eg. business prospectus
- Provide information and act as a referral for those seeking business advice or services
- Encourage the development and transfer of business skills amongst the community through training and other activities
- Assist in the implementation of business and/or customer service awards
- Coordinate the undertaking of a Business Retention and Expansion (BRE) survey, and assist in the implementation of recommendations
- Conduct business networking meetings.

Physical design and image

- Implement projects which recognise the importance of heritage to town character
- Promote improvements that will enhance the physical appearance and design of the area to businesses, property owners and the community
- Seek support and funding for design initiatives.

Town centre management

- Work with the local council to help improve the presentation of the town centre through cleaning, landscaping and capital works in consultation with business operators/ owners and community organisations
- Supervise security contracts
- Arrange the setting up, dismantling of decorations and other displays around the town centre
- Develop cooperative marketing initiatives for the retail sector
- Develop and implement business development strategies eg training for retailers.

Environmental

- Work with the council, business and community stakeholders to identify green business opportunities and develop a local climate change action plan (Community Economic Transition (CET) plan)
- Promote behavioural change in residents, businesses and visitors by facilitating projects that reduce the carbon footprint
- Implement projects identified in the CET plan.

ced coordinator selection criteria

Select the criteria which are required to enable your coordinator to deliver on the responsibilities you have identified from the following list. Determine whether each criteria is 'essential' or 'desirable'.

Knowledge, skills and experience

Building support and networks

- Ability to develop networks and form alliances
- Experience in working with community groups
- Ability to work effectively with retail and tourism business operators and property owners
- Ability to liaise effectively with Council, relevant government agencies and funding bodies.

Written and verbal communication skills

- Experience in promotional writing, including media releases, articles and promotional publications
- Plain English and business writing skills including preparing reports, minutes, submissions and proposals
- Ability to 'sell' the program to the media and act as a public spokesperson
- Ability to run effective meetings and facilitate outcomes.

Leadership and management

- Ability to schedule work, manage time, use initiative, work unsupervised, make decisions and solve problems
- Strong interpersonal skills including the ability to communicate, negotiate and resolve conflict
- Ability to motivate and mould a group into a team
- Ability to work effectively as a team member
- Ability to supervise, train, delegate.

Administration

- Computer skills
- Strong organisational and administrative skills
- Experience in setting up or improving office systems and processes.

Financial management

- Experience in financial management and account keeping
- Experience in developing budgets
- Knowledge of financial management software
- Ability to compile and interpret financial reports.

Fundraising

- Knowledge of potential funding sources for community economic development projects
- Proven track record in securing funds from sponsors, government or private funding programs.

Training and research

- Experience in developing, delivering and commissioning training
- Knowledge of research methodologies
- Ability to conduct or contract research.

Planning

- Ability to identify, analyse and review information for strategic planning purposes
- Experience in strategic planning in a consultative environment.

Project management

- Knowledge and experience of project management and evaluation of projects, including project planning tools and methodologies.

Marketing and promotion

- Marketing skills and experience
- Experience developing cooperative marketing campaigns.

Events

- Event management skills, experience and possibly qualifications.

Tourism development

- Knowledge and understanding of tourism business operations
- Knowledge of information sources about local, regional and national trends in tourism.

Business development

- Knowledge of business analysis research and business trends
- Knowledge and understanding of business operations and investment issues.

Physical design and image

- Understanding of the principles of streetscape design and heritage.

Town centre management

- Experience in shopping centre management and/or marketing.

Environmental

- Understanding of climate change and the potential impact on the community.

Personal qualities

The following list provides a guide to the qualities which a coordinator may need.

- A passionate belief in the future of your community
- Warm, outgoing personality and sense of humour
- Resilience
- Professional attitude
- Ability to cope with ambiguity and open systems
- Patience – ability to accept long-term nature of program
- Ability to liaise and work with a range of groups in the community
- Ability to take on several tasks at once
- Independence and self-reliance and an ability to work without supervision
- High degree of self-motivation and creativity
- Analytical ability
- Ability to exercise delegated authority confidently
- Energy, enthusiasm and ability to see things through
- Skills in dealing with conflict.

the economic development manager (edm)

Establishing/maintaining an economic development unit (EDU) and employing an economic development manager (EDM) or economic development officer (EDO) has become common practice in local councils.

There is considerable variation in how EDUs are set up and function. The reporting lines of EDMs, particularly in the absence of an EDU vary considerably. Some report direct to their general manager whereas others may report to their council's planning director or the director of another division within council. Most will have some form of reporting line or connection with a local business development committee or economic development committee which comprises business representation.

the edm role

The role of an EDU and EDM is to facilitate sustainable business growth and investment within their local government area (LGA). Most local councils will have an overarching economic development strategic plan for their LGA which sets the direction and identifies specific actions for the EDU and EDM.

The following activities are generally core to implementing such a plan:

- establishing and maintaining contact with potential investors
- understanding council planning processes intimately, so the process and requirements can be explained to clients
- establishing and maintaining contact with local businesses to maximise the chances of retaining them in the community and identifying opportunities to attract related businesses
- at the broader level, continually improving the 'product' (ie the location) to better meet the needs of business customers for example by improving: branding and image; infrastructure and services.

developing an edm position description

Developing a position description is the first step in the recruitment process. A position description is a guide to the job. It contains:

- Responsibilities – what the person must do and be accountable for in the job
- Selection criteria – the competencies (knowledge, skills, experience and behaviours) needed to carry out the responsibilities
- Personal qualities – aspects of personality which will contribute to appropriate behaviour and performance in the job.

When developing a position description, use your LGA economic plan and common sense. It would not be possible for one person to carry out all of the responsibilities listed. It is important to get a fit between your planning priorities and what an EDM can realistically do. If in doubt, seek advice from councils who have an EDM or the local development committee.

Use your council's standard position description template or if there isn't one, the template included in this module. Brainstorm and choose from the lists (that follow) of responsibilities and selection criteria to customise your EDM position description in line with your LGA economic plan. When choosing, ensure that the selection criteria flow from the responsibilities and be realistic about the skills and experience that you need in your EDM. Selection criteria can be 'essential' (a candidate must demonstrate this attribute) or 'desirable' (useful but not vital). In a case where two or more candidates fulfil all the essential criteria, 'desirables' can be the deciding factor.

Once you have developed your position description, refer to recruitment process section of this module for the next steps.

edm responsibilities

An EDM will typically have several of the responsibilities listed below.

Business/industry support

- Be a key contact and referral point for business enquiries and refer businesses to the appropriate agencies for advice
- Efficiently manage Council's economic development processes
- Establish a favourable investment environment for business and industry development
- Support and pursue economic development opportunities, proposals and activities that will strengthen the shire's economy
- Assist significant businesses and industries to establish, operate and/or develop
- Assist individual businesses to grow and become competitive
- Encourage existing and new businesses/industry to value add
- Identify and promote educational and training opportunities for local business people
- Identify and solve impediments to growth in the area.

Strategic planning

- Undertake surveys and other activities to understand the needs and perspectives of locally based businesses
- Work with the business community and establish strategies to foster job creation and identify growth opportunities
- In cooperation with local businesses, the community and Council coordinate the development/updating/implementation of an economic development strategy for the LGA
- Facilitate community economic development strategic plans for villages and urban centres in association with local business/community organisations
- Develop the capacity of community leaders to take a strategic and proactive approach to their future
- Contribute within Council to the development of policy, strategic and operational planning.

Networking/liaison

- Establish and maintain an effective network of key contacts with appropriate government agencies, local business and community organisations in relation to economic/community development matters
- Establish and conduct business/industry networking activities
- Develop business clusters
- Manage Council's relationships with business organisations/associations and attend meetings to ensure Council is aware of the issues the business community is facing
- Participate in regional economic development working groups.

Promotion/media

- Develop and implement ongoing marketing plans for the promotion of the LGA
- Prepare and update promotional materials and information packages for potential investors/new businesses
- Maintain effective relations with the media and relevant organisations to promote the LGA.

Attract/source funding

- Identify and pursue funding opportunities which may provide economic benefits to the LGA.

edm selection criteria

Select the criteria which are required to enable your EDM to deliver on the responsibilities you have identified from the following list. Determine whether each criteria is 'essential' or 'desirable'.

Knowledge, skills and experience

Business/industry support

- Knowledge of business analysis research and business trends
- Knowledge and understanding of business operations and investment issues
- Knowledge of regional economic development issues and organisations/ government agencies involved in economic development
- Capacity to manage Council's economic development approval processes
- Capacity to assess and facilitate implementation of proposals which may stimulate economic development
- Ability to exercise a high degree of judgement, take initiative and handle projects/information with sensitivity
- Tertiary qualifications in a relevant discipline such as economics, business or marketing and/or can demonstrate considerable experience in the areas related to the requirements of the position.

Strategic planning

- Capacity to develop economic strategies and action plans
- Ability to identify, analyse and review information for strategic planning purposes
- Experience in the management of consultative processes involving the community, business and government.

Networking/liaison

- Ability to develop networks and form alliances
- Experience in working with community groups
- Experience in working effectively with business owners and investors
- Ability to liaise effectively with relevant government agencies and funding bodies.

Promotion/media

- Marketing skills and experience
- Capacity to communicate professionally with the media.

Sourcing funding

- Knowledge of potential funding sources for community and economic development projects
- Experience in applying for and securing funds.

Written and verbal communication skills

- High level verbal and written communication skills, including the ability to negotiate with clients groups and solve conflict
- Ability to run effective meetings and facilitate outcomes.

Leadership and management

- Ability to schedule work, manage time, use initiative, work unsupervised, make decisions and solve complex problems
- Project management and evaluation skills
- Ability to motivate and mould a group into a team
- Ability to work effectively as a team member
- Ability to supervise, train, delegate.

Administration

- Computer skills
- Strong organisational and administrative skills.

Financial management

- Experience in financial management
- Experience in developing budgets
- Ability to compile and interpret financial reports.

Personal qualities

The following list provides a guide to the qualities which an EDM may need.

- Independence and self-reliance and an ability to work without supervision
- High degree of self-motivation and creativity
- Resourcefulness and lateral thinker
- Analytical ability
- Professional attitude
- Ability to liaise and work with a range of groups in the community
- Ability to take on several tasks at once
- Ability to exercise delegated authority confidently
- Energy, enthusiasm and ability to see things through
- Skills in dealing with conflict and high level negotiations.

tip

Not all selection criteria can be covered in an interview. Some facts may be set out in the written application. Others such as personal qualities may emerge when you contact the applicants' referees. In addition to the interview, consider checking certain skills through other means eg. a written test for business analysis skills, computer test to check capacity to use computer programs.

the recruitment process

the selection process

There are three important components that a committee must take into consideration in selecting a coordinator or EDM:

- assessing the written job application and other materials supplied by the applicant
- conducting the interview
- checking references.

Written job application

Potential applicants should be encouraged to contact the advertised contact person to talk about the job and obtain written background material, such as the position description, Strategic Plan, and any other information that will give them a feel for the job. Well informed applicants are more likely to:

- submit appropriate and relevant applications
- interview in a focused and effective way.

All candidates who show that they meet the essential criteria in their written applications should be interviewed. If no candidates meet the essential criteria you may need to:

- readvertise
- re-think the job description – is what you are asking realistic? and/or
- throw the net wider by advertising in more locations or in different ways (eg online) and/or
- revise the advertisement to make it more appealing.

Interviews

The interview clarifies and investigates the information in the written job application. For the interviewers it provides the information they need to select a coordinator. A meeting of the panel beforehand to discuss the interview process is valuable because it:

- focuses the interviewers on the position description, selection criteria and relevant questions
- ensures all the selection panel share the same understanding about criteria and weighting of each
- is a forum to bring out and resolve personal likes and dislikes, prejudices and unconscious biases before the interview.

At the end of the interviews, you should have formed an opinion about which candidates best fulfil the essential selection criteria. The extent to which they fulfil desirable criteria is one way to choose between closely ranked candidates.

Referees

Conclusions reached at an interview should be double checked by speaking to the applicants' referees. This is also a way to select between candidates who had equally strong written applications and interviews. It is important to give referee statements a reality test by having someone with experience talk to the referees. For consistency and fairness, develop a list of questions and nominate one of the interviewers to contact all the referees of candidates who are being considered for appointment.

steps for recruitment

Each committee will need to develop its own process for recruitment, if there is not one already in place (which would be the case for local government).

The following steps may provide a useful guide.

1. The committee agrees on the position description, conditions and remuneration
2. The advertisement is written by the committee and placed in appropriate media – local, regional, state papers and on the Internet
3. Selection panel is formed. Then they:
 - choose their convenor
 - decide on the interview process
 - formulate questions to ask applicants
 - acquaint themselves with anti-discrimination laws
 - decide if they will have an eligibility list (ie a list of candidates suitable for the job if the most highly ranked applicant is unable to take up the position or leaves within a short time period)
 - decide what they will do if they cannot agree about an appointment, eg majority vote, a second interview or another method
4. Potential applicants are sent the position description and background information such as the strategic plan
5. Written applications are considered by all of the panel and culled according to selection criteria to form a short list of applicants to be interviewed
6. The short-listed applicants are contacted and interview times arranged. Interviewees are asked to bring identification documents such as a Driver's License or Passport, original qualifications and samples of their work to the interview
7. Interviews of short-listed applicants are held
8. Referees of the interviewees considered appropriate for the job are contacted
9. Selection panel convenes to decide on successful applicant – discussion is based on written applicant, interview and any additional tests and referees' statements
10. A verbal offer is made to the selected applicant – if accepted, a written letter of offer should follow
11. After acceptance, letters are sent to the unsuccessful applicants.

interviews

Forming the interview panel

- Interview panels typically consist of the committee chairperson, a representative of the sponsoring body, a representative of stakeholders, eg. a business person and/or community member from the committee, and an Industry & Investment NSW staff member, if the Department is funding the position. The sponsoring organisation may provide the convenor
- It is desirable to have both male and female interviewers.

Before the interview

- All members of the interview panel are provided with all written applications to cull independently against the selection criteria. The convenor records a summary of the reasons for either interviewing or not interviewing each candidate
- A short list of applicants to be interviewed must be agreed to by all panel members
- All panel members contribute to the development of and must agree to the list of interview questions. Questions should be open-ended – inviting more than yes/no answers. They must also relate directly to the selection criteria
- The interview questions are distributed to the interview panel and any issues about them clarified
- A rating system based on the interview questions and the selection criteria should be agreed to beforehand by all interview panel members
- A private interview room with non-threatening seating arrangements should be found. There should be someone to greet the interviewees and direct them to a place to wait.

The interviews

- All interviews should last for the same length of time (30-45 minutes is suggested), with a break between interviews for a short discussion among the panel
- At the beginning of the interview, the convenor of the interview panel welcomes the interviewee, puts them as much at ease as possible, introduces the panel and explains the interview procedure
- The same questions and same procedure should be followed for each interview
- The first question is generally a broad one which allows the interviewee to be expansive and 'find their feet' in the interview setting
- At the end of the interview, the convenor asks if the applicant has any questions, provides the answers, explains the next steps (for example, when a decision is likely to be made and how the applicant will be informed). He or she also thanks the interviewee and shows them out
- The convenor will need to be ready to answer questions about pay, conditions, or the nature of the position
- In between interviews and at the end of all interviews, the convenor, with the selection panel summarise points about each interviewee – noting the degree to which they fulfil the selection criteria. This with the referee statements forms justification for the job offer.

sample interview questions

It is very important that you tailor your interview questions to the specific knowledge, skills and experience you are seeking in a coordinator or EDM. The following list provides a starting point for developing your questions.

Sample interview questions

- Please tell us why you have applied for this position.
- What is your understanding of the position?
- What is your understanding of Community Economic Development?
- What type of challenges do you think would be encountered in this position?
- What aspects of your employment background equip you for this position?
- Which of your skills do you believe would most assist you to achieve results in this position?
- How would you judge your success if you took on this job?
- This job requires teamwork. How do you foster teamwork?
- Describe a project that you have been involved in that required you to motivate others.
- Tell us about your organisational skills and how you manage your time.
- Briefly outline your experience in the preparing budgets and reports.
- Describe your approach to working with committees.
- How would you go about building community networks?
- What are the basic steps in coordinating or organising a promotion? How would you gauge if it was successful?
- What experience have you had in negotiating with organisations to gain their contribution/involvement in a project?
- How do you believe your skills in business management and/or strategic planning would assist you to achieve results in this position?
- Are there any matters you would like to raise?

after the interviews

Conclusions reached following the interviews should be checked by speaking to the applicant's referees.

The convenor must be ready to handle enquiries from unsuccessful applicants seeking feedback on why they didn't get the job. Your selection panel's notes on each applicant at the cull or interview stage will help provide the answers.

Once referee checks have been completed and the panel has reached agreement on the recommended applicant, the reasoning and the decision should be documented in writing. Internal processes in place for gaining approval to employ staff should be followed. Once approval has been obtained a verbal offer should be made to the recommended applicant. If the offer is accepted, a letter of offer should be drafted and forwarded to the successful applicant. The following template for a letter of offer is taken from NSW Industrial Relations website under the section containing information for employers. This website should be referred to for the most up to date version of the template.

template employment letter of offer

<XYZ Company>

<Applicant's name and contact address>

Dear {Name of successful applicant},
Re: Offer of Employment with {Name of Organisation}

We would like to welcome you to {organisation name} and formally offer you the position of {Job Title}. This letter sets out the terms and conditions of the offer and your acknowledgment and acceptance of them.

Your key responsibility in this role is to {Outline the responsibilities of the job}. A full job description is attached.

Our business takes very seriously its obligations under the Occupational Health and Safety Act, Anti-Discrimination Act and Industrial Relations Act.

Your employment conditions are governed by the {Name of the relevant award}.

Grade of position
{insert grade as defined in the award}.

Type of employment
{insert appropriate category: full-time or part-time or casual}.

Probation period
Your employment will initially be subject to a {insert period of time up to three months} probation period, with your performance monitored during this period. Your continued employment will be confirmed before the end of the probation period.

Wages
The gross wage will be {insert amount} per {insert period}.

Hours
{insert no.} per {insert period}.

Overtime
It is agreed that you will work reasonable overtime should the need arise.

Leave provisions
You will be entitled to four weeks paid holidays each year.
You will be entitled to 38 hours sick leave in your first year of service, and 61 hours for every subsequent year.
You will be eligible for up to 12 months unpaid parental leave after you have 12 months service with {Name of Organisation}.
You will be entitled to two months paid long service leave after 10 years service with {Name of Organisation}.

Superannuation
The business, in accordance with the Superannuation Guarantee Levy, will contribute an amount to an appropriate superannuation scheme on your behalf.

Policies
You should be aware of Occupational Health and Safety Regulations, Procedures in Case of Fire and the Non Smoking Policy. Copies of these policies are displayed on the premises.

Occupational health & safety
It is the responsibility of all staff to ensure that their activities are carried out in a safe manner. Observation of any matter that would constitute an unsafe environment must be reported to the supervisor who will rectify the matter or isolate the problem immediately.

the recruitment process

Smoking and alcohol policy

Smoking and the consumption of alcohol are not permitted on the premises during opening hours.

Performance standard

Performance will be reviewed and discussed between the manager and the employee every {insert period}. The assessment of your performance will take into account the feedback from customers and progress in learning the duties of the position.

Grievance Procedure

Our policy is to resolve grievances through consultation and should you at any time need to discuss any matter you are encouraged to contact {indicate relevant person}.

Complaints from customers

You must project a pleasant and helpful attitude to customers at all times. Notify the supervisor immediately of any complaints, or if you experience any difficulty with dissatisfied or disruptive customers.

Appearance

You must appear neat and professional at all times. Only moderate fashion accessories should be worn during working hours.

Supervisor

Your supervisor will be {insert supervisor's name/s}.

Special or additional duties of the position:

{insert any special conditions}.

Acceptance

We have set out in this letter the terms and conditions of your employment with {Name of Organisation}. Please sign if you accept all the terms and conditions. You will also be required to complete:

- an Employment Form
- taxation declaration forms.

Commencement

Your employment will commence on {Date} at {Location}. You should report to {Contact Person} at {Time} a.m./p.m.

Yours sincerely

John Smith

Manager

I accept the terms and conditions set out in this letter

Name:

Signature:

Date:

government legislation

Employers who engage a coordinator as an employee must comply with requirements of State and Australian Government legislation that cover employment. You will need to check with the relevant government agency to get the most up-to-date and more comprehensive information. The following is intended only as a guide for getting started and does not necessarily cover all legislation that may be relevant to your circumstances.

employment legislation

NSW Industrial Relations is the NSW Government agency responsible for regulating employment rights, obligations and conditions in NSW. NSW Government legislative requirements are outlined on the NSW Industrial Relations website: <http://www.industrialrelations.nsw.gov.au/Home.html>.

Fair Work Australia is the national workplace relations tribunal. It is an independent body with power to carry out a range of functions relating to:

- the safety net of minimum wages and employment conditions
- enterprise bargaining
- industrial action
- dispute resolution
- termination of employment
- other workplace matters.

The main legislation under which Fair Work Australia operates is the Fair Work Act 2009 set by the Australian Parliament. The purpose of this Act is to provide a balanced framework for cooperative and productive workplace relations that promotes national economic prosperity and social inclusion for all Australians.

Visit <http://www.fwa.gov.au/> for further information and to view the Act.

anti-discrimination legislation

The following information has been taken directly from the NSW Industrial Relations website http://www.industrialrelations.nsw.gov.au/Employers/Employer_responsibilities/Anti-discrimination_law_and_employment.html#NSW_Antidiscrimination_law.

In NSW, the combined effect of Federal and State laws means that employees have several options to seek advice or information about possible employment related discrimination. Under NSW legislation, employers must not treat employees/job applicants unfairly, or harass them, because of their:

- age
- carers' responsibilities
- disability
- homosexuality
- marital status
- race
- sex
- transgender.

It is also against the law to treat an employee or job applicant unfairly, or harass them, because of the age, disability, homosexuality, marital status, race, sex or transgender of any relative, friend or colleague.

This means that throughout Australia all employers, managers and supervisors must treat all their employees and anyone who applies for a job with them, fairly - that is, generally on the basis of their individual merit rather than irrelevant personal characteristics. It also means that they must do their best to make sure that their employees are not harassing any other employee or job applicant.

Equal employment opportunity (EEO) means that everyone should have fair and equitable access to jobs, employment conditions, training and promotional opportunities. It does not assume that everyone has the same abilities but aims to ensure that everyone has a fair chance to demonstrate their abilities, to use them, improve them and benefit from them.

EEO is consistent with the principle of merit. It means that the best person is chosen for the job, promotion or training opportunity and that they are selected only on criteria which are relevant.

occupational health and safety and workers compensation

WorkCover NSW administers and enforces compliance with occupational health and safety (OHS), injury management and workers compensation legislation, and manages the workers compensation system. This website <http://www.workcover.nsw.gov.au/> provides general information about the rights and obligations of workers and employers under the workers compensation and OHS laws.

The following information is directly from the <http://www.workcover.nsw.gov.au/aboutus/workerscompensation>. All NSW employers must have a workers compensation policy if they pay more than \$7500 in wages per annum, employ an apprentice or trainee, or are part of a group for premium purposes. The NSW Workers Compensation Scheme provides protection to workers and their employers in the event of a work-related injury or disease. The aim of the scheme is to maintain a financially viable workers compensation system that is fair and affordable for employers and improves outcomes for injured workers.

The scheme is funded through the premiums paid by employers and provides medical and financial support to injured workers. The premium paid will depend on the:

- industry in which you operate
- amount of wages paid to your workers
- costs of any claims made by your injured workers and
- dust diseases levy.

taxation and superannuation

All employers are obliged to deduct tax instalments from all wages or salary payments paid to employees. The Australian Taxation Office website provides a tool to calculate how much tax to withhold and information on compulsory superannuation contributions. Visit <http://www.ato.gov.au/businesses/default.asp?menu=42684> for further information.

the work plan

the work plan

A work plan contains a series of actions or tasks that flow from the priorities of the Economic Development Strategic Plan for the local government area or community. It guides the work that the program coordinator does every day – it creates his or her 'to do' list.

Coordinators can suffer from overload. One way to counter this and to manage expectations, is for the committee to help the coordinator to prioritise management activities and projects. This keeps the committee abreast of what the coordinator is doing and gets everyone to focus on what is realistically achievable.

Even so, a coordinator's work plan will always have a number of actions which are being implemented at the same time. Some project management tools will help you develop a work plan. For example, breaking down actions into tasks and Gantt charts will help with scheduling. (See the Self Help Module: Project management).

tip

A work plan should be a realistic view of expectations. It should have short, medium and long-term actions. Preparation of a comprehensive plan with clear KPIs and measurable outcomes will not necessarily guarantee success, but lack of a sound plan will, almost certainly, ensure failure.

Casino Chamber of Commerce project plan

The Casino Chamber of Commerce conducted a Community Economic Development project that resulted in a range of business development outcomes over a 10-month period during 2007. Their project plan was simple yet extremely effective. It detailed the objectives, the relevant actions, the time frames and the KPIs. The first section of the plan is detailed below.

case study

	Objectives	Actions	Timeframe	KPI's
1.	Skill Development and Training	Coordinator accepts brief	15 Mar 07	Consultant's acceptance
		Prepare skill development survey	18 Mar 07	Survey completed
		Collate database of all businesses in Casino area, distribute survey, promote survey	18 - 31 Mar 07	100 survey's returned
		Collate survey results, prepare workshop schedules, book appropriate facilitators/trainers, book venues, equipment, catering	1 - 15 Apr 07	<ul style="list-style-type: none"> 3 workshop topics and dates selected 2 breakfast meeting topics and dates selected 2 after hours meeting topics and dates selected
		Promotion and implementation of skills workshops and other functions (seven in total)	15 Apr - 15 Dec 07	Minimum of 30 people attend each of the 7 training/workshops
		DSRD report submitted	15 Jul 07	Participation rates and income & expenditure match projections
2.	Business and Services Directory	Collate business, services & community contacts	2 Oct 07	First draft of Business & Services Directory
		Draw up directory hardcopy advertising fee structure	23 Oct 07	Hardcopy advertising fee structure unanimously accepted by Committee
		Draw up electronic directory advertising fee structure	26 Oct 07	Electronic directory advertising fee structure unanimously accepted by Committee
		Design and layout quotes sought	1 Nov 07	Quote accepted
		Printing quotes sought	1 Nov 07	Quote accepted
		Actively sell block advertisement & extended content listing to business, services & community for electronic & hardcopy directory	15 Nov - 4 Jan 08	Business & Services Directory has block advertisements & extended content listings per page. Funds accumulated, cover design and layout costs of electronic & hardcopy.
		Business & Services Directory printed, distributed and online.	1 Feb 08	Community supports the directory.

sample workplan template

To develop a simple work plan for any project or group of projects follow the following steps. Refer to self help module 4: Project management for further ideas on project planning.

1. Define the project

What is the project, what are the aims, what is it the project is going to achieve

2. Detail the background to the project

Briefly detail why the project was started, where the idea came from and who is responsible for the project

3. List the objectives or goals

List the desired goals from the strategic plan.

Project Plan		
Objectives or Goals	Actions	KPI's
Township marketing plan		
Conduct a tourism audit		
Create a website		
Develop a promotional brochure		
Develop a promotional DVD		
Develop a new residents pack		
Develop a template for a newsletter		
Conduct a customer survey		
Conduct a buy local campaign		

the work plan

4. Determine the actions

List each action or task required to achieve each goal in detail. This section becomes a personal work plan. The level of detail is up to you and your employer.

Goal: To deliver a Township Marketing Plan that details specific actions to address the current situation in our town - where are we, who are we and what should we do to achieve sustainable economic growth.	
Actions	KPIs
Write a brief for a marketing consultant	Brief completed
Seek at least 2 quotes from consultants suitable to take on the work	2 quotes received
Engage the preferred consultant to prepare a Township Marketing Action Plan	Consultant engaged
Ensure local businesses are consulted in the development of the plan	One workshop held with at least 20 different local businesses represented
Work with the consultant to develop a draft plan which will be accepted by the local community	Draft plan completed
Draft plan distributed to local stakeholders and businesses for comment and revisions if needed	Agreement to plan by key stakeholders and local businesses
Township marketing action plan finalised and printed	Final Township Marketing Plan printed and distributed locally

5. Develop a Gantt chart

Complete your time line/Gantt chart for each goal. Include the budget allocation for each goal and who is responsible for each project. Once the Gantt chart has been completed note the actions and dates for completion in your diary and distribute the chart to your project committee/stakeholders.

Marketing Plan Project Timeline								
Key Outcomes	Budget	By Whom	By When					
			1/6	15/6	1/7	15/7	1/8	15/8
Township marketing plan	\$5,500	Peter	■	■	■	■	■	■
Conduct a tourism audit	\$4,500	Ian						
Create a website	\$3,300	John		■				
Develop a promotional brochure	\$3,522	Peter			■	■		
Development of promotional DVD	\$4,400	Peter				■	■	■
Develop a new residents pack	\$1,255	Alice				■	■	■
Develop a template for a newsletter	\$450	Peter					■	■
Conduct a customer survey	\$1,800	Peter						
Conduct a buy local campaign	\$4,500	Peter			■			

responsibilities of the employer

induction and orientation

The coordinator will need assistance for a period before becoming fully functional. Therefore, a planned induction process should start as early as possible. The induction process should at least cover the following information about the program and how it operates.

The program

- The values and objectives of the community economic development activities in general
- The values and priorities of the program in this location
- The history of the program so far including background on community groups, individuals and businesses – the local ‘politics’
- The planning process used
- The structure – the role of the committee, sub-committees and sponsoring organisation
- Accountability and reporting requirements the political context of the program including federal and state programs.

How the program operates

- The personnel – meeting the committee, other staff or key members of the sponsoring organisation, Council or staff
- Recording information – files and information systems, office, equipment and other physical resources
- Finances , monitoring and evaluation
- Appropriate protocols for speaking to people in elected or other positions of power.

Keep in mind that there are limits to what a person can absorb. It is important that the new coordinator is introduced to this huge bank of information in bite-sized chunks. They also need to receive it in different ways – not just a briefing by the chairperson, a whirl of hand shaking or by being handed a pile of written reports.

They must:

- Be given the time to follow a structured path for getting up to speed which may include:
- Interviews with key Council staff and stakeholders as appropriate
- Visits to businesses or sites
- Time spent with another coordinator who can give them some guidance or act as a mentor
- Observation of a program at work in another location.

training and development

All employees are entitled to training and development opportunities. The committee should encourage the coordinator to take opportunities that will increase skills and knowledge that improve their ability to perform in the job. Coordinator training should be structured. The selection criteria in the coordinator's job description can be used as a skills development guide. The courses, seminars and conferences the coordinator attends should help them build competencies and grow in their role.

Part of the performance appraisal process is aimed at identifying skills gaps, and developing a structured training and development program to address these. The coordinator should have opportunities to keep up-to-date with recent developments in the field, eg. new programs and funding sources. Industry & Investment NSW's Community Economic Development Conference, and regional forums are valuable sources of this information and an opportunity for the coordinator to network with peers.

The following should also be considered to further build the capacity of the coordinator:

Mentoring

Continuing contact, advice and support from a more experienced coordinator is an invaluable learning opportunity for someone who is trying to improve in their job. Mentoring might include the coordinator working with or observing their mentor, and/or the mentor providing on-the-job coaching for the coordinator. This opportunity is a source of ideas, resources and psychological renewal and avoids a new coordinator 'reinventing the wheel'.

Participation in a coordinators' network

A coordinators' network allows those involved to exchange tested and new ideas for improving local programs. It also provides opportunities for coordinators to collaborate on combined projects which derive benefits from economies of scale.

Experiencing other programs in action

Many coordinators across NSW have a 'specialty', e.g. event management, or cooperative marketing. Spending time with an expert to learn these skills is a valuable experience for coordinators which brings benefits to their local program. As the coordinator gains more skills and experience, so does the community.

The coordinator will in turn train others, increasing the skill bank of his or her assistants, committee members and volunteers. Successful projects often create the need for additional program staff, as well as contribute to creating jobs in the community. This can lead to an increase in the level of community involvement in the economic development process and a more cohesive local approach to achieving future economic growth.

supervision

The coordinator works in a fluid work environment often without day-to-day supervision. There can often be pressure to meet conflicting expectations and demands from many sections of the community. However, a coordinator is not completely alone. If employed by a Council or other body with paid full-time staff, the coordinator may report to a more senior person as their supervisor. In other circumstances, the chairperson of the committee takes on this role.

In all cases, the supervisor and/or the chairperson must be aware of the stresses and strains of the position and assume the role of advocate and 'protector' of the coordinator. The aim is to keep the program on the course set by the Strategic Plan and help the coordinator stay focussed and avoid burn out.

The supervisor/chairperson plays a mix between a supervisory and supportive role by:

- making contact regularly between meetings
- checking progress the coordinator is making on projects
- following up on problems
- providing advice and support
- acting as a sounding board and giving direction if needed.

Management delegations and accountability

The committee must decide on those matters that a coordinator may handle without referring to the committee for a decision. Typically delegations concern:

- expenditure – how much a coordinator can spend at their own discretion
- agreements or contracts – what a coordinator can agree to without seeking approval
- contact with the media – the guidelines that exist for responding to issues that arise.

Policy decisions about these matters must be placed on file permanently and be readily available for reference. If a coordinator is still in doubt after consulting the policy, he or she is wise to check with the chairperson about delegations.

Performance Appraisal

While supervision is a day-to-day process, performance appraisal occurs at pre-determined intervals. The purpose of performance appraisal is to ensure accountability for work performance.

Performance appraisal evaluates whether tasks in the coordinator's work plan are being completed to agreed standards. It is an opportunity for a coordinator to review his/her own progress. It is also an occasion when a supervisor can give congratulations on achievements. Performance appraisal also assesses and clarifies required behaviours. It should make the coordinator's job easier because they are in no doubt as to what is required. Coordinators can also put realistic limits on expectations as well.

In conducting performance appraisals the supervisor/ chairperson should:

- be objective – do not allow personal issues to intrude
- do it – don't put it off because of other demands and because appraisal can be time consuming
- appraise against the agreed tasks and behaviours – use the Strategic Plan, position description, work plan and Code of Conduct as guides
- be positive – provide feedback aimed at identifying opportunities for development and improvement, not finding fault
- be confidential – use discretion and respect privacy, especially in keeping records
- Provide development and training for the coordinator
- Enhance the coordinator's working environment.

Performance appraisal is an opportunity for coordinators to identify their training and development needs, and evaluate the effectiveness of training and development undertaken during the appraisal period. An appraisal should guarantee a structured, positive program of skills development within the available budget. Appraisal time is an opportunity for the coordinator to ask for the support and assistance that they need. Issues about work environment and work procedures can also be identified and resolved.

standards and ethics

As well as being clear about the targets they must achieve in their work plan, the coordinator needs to know what is expected in terms of their behaviour. Also, the committee is safeguarded if it has a shared understanding about the appropriate behaviour for its members.

Ethical principles

Many organisations outline behavioural expectations in a code of conduct. The ethical principles in Industry & Investment NSW's Code of Conduct are relevant to those who work in the community economic development field. The principles underlying the Code are you will:

- have respect for the law and system of government
- respect all people
- act with honesty and integrity
- use the Department's resources with efficiency and economy.

Developing a code of conduct

The committee will need to develop a code of conduct based on these or similar principles for members, the coordinator and others involved in the program. Clear guidelines should be established in your code of conduct in the following areas.

Discrimination or harassment

Under legislation employers have the responsibility of ensuring that the workplace is free of discrimination or harassment on the grounds of sex, physical appearance, mental status, pregnancy, age, race, ethnic or national origin, physical or intellectual impairment, sexual preference, religious, moral or political conviction or professional status.

Conflicts of interest

These arise when a coordinator or committee member may be influenced, or could be perceived to be influenced by a personal interest, in carrying out his or her role. Conflicts of interest could be caused by:

- a financial interest in a matter which comes within the scope of the program
- holding personal attitudes or beliefs which affect impartial advice, decisions or behaviour
- other employment undertaken by the coordinator. The chairperson should be made aware of potential conflicts of interest.

Public comment by committee members and coordinator

Before an issue warrants public comment, the committee must determine who may comment, on what matters, and in what way. These procedures need to be reviewed regularly, particularly in regard to contentious issues.

Other employment by the coordinator

The coordinator should disclose secondary employment to the committee and Industry & Investment NSW, if the position is part funded by the Department. The coordinator should give first consideration to program work. Conflict of interest should also be considered before other employment is undertaken. Secondary employment must take place outside program working time.

The political neutrality of the program

It is expected that strict impartiality is observed and that conflict of interest is avoided. If a coordinator in a program funded by Industry & Investment NSW runs for political office, the Department is to be informed immediately and the coordinator is to take a leave of absence from their position.

The use of sensitive or commercially confidential information

Possessing information through the program must not prejudice decisions, or be used to cause harm to others or to gain improper advantage.

The receipt of gifts

The committee must decide what value of gift may be accepted and by whom. Of course, gifts intended to influence behaviour in a certain way should not be accepted.

Disciplinary procedures and dismissal

A valid reason must exist for an employer to be able to dismiss an employee. The reason or reasons must be based on the employee's poor performance, conduct or changes to the operational requirements of your business. Check the NSW Industrial Relations website for up to date information and advice. You are strongly advised to read this material before beginning the process of recruiting a coordinator.

setting up the coordinator

location

Coordinators are often located with a sponsoring organisation, such as the local Council, business association or Development Corporation. The advantages are:

- resources such as premises, computers, fax and phone can be shared
- there are opportunities to work closely on related projects, an arrangement that can improve results and avoid duplication of effort
- the coordinator can keep in touch with decision makers and influencers and get advice and information readily
- there is access to other resources, such as the organisation's databases, library, etc.

There are also similar benefits to having the office in organisations that have compatible objectives, such as a community centre, a business enterprise centre, an employment centre or a community group. But wherever the office is located, ideally it must:

- make the coordinator visible
- be part of the community so the coordinator can keep up with what is going on
- have access for members of the community who are mobility impaired.

physical environment

Because the office is the shop front of the program and a window into its soul, an uncared for or poorly presented space sends the wrong message. The office does not have to be expensive or glamorous, but it should be welcoming, functional and use all opportunities to display what the program is about. Ideally, it should have a private space for one or two people to meet, and a larger meeting room that can also be used as a command centre for activities for volunteers, such as mail outs and preparations for events.

The question of the coordinator working from home needs to be resolved. On occasions, a coordinator will need to have a block of uninterrupted work time for an important project such as a funding proposal. This will need to be balanced with the responsibility of the coordinator to be visible and available to the public. Security is an issue. Personnel and other records and equipment need to be secure.

Develop a system to back up computer information and a policy about keys and access. If meetings go late into the night, security of the premises and personnel needs to be considered.

equipment

Professionalism of the program is important so the committee and coordinator should set priorities for expenditure on equipment and reassess these regularly. They will also need to investigate sponsorship and other funding sources for these tools. It is suggested that a coordinator needs the following equipment to operate effectively:

- a computer and printer
- a phone and answering machine
- easy access to a photocopier
- a mobile phone
- the use of a vehicle or reimbursement for the use of their private vehicle.

useful websites/contacts

Topic	Organisation	Contact
<p>Economic Development Australia (EDA) is the national professional body for economic development practitioners. Membership of EDA is open to all with a professional interest or involvement in economic development.</p>	<p>Economic Development Australia (EDA)</p>	<p>www.edaaustralia.com.au/</p>
<p>NSW Industrial Relations is responsible for regulating employment rights, obligations and conditions in NSW. NSW Government legislative requirements are outlined on the NSW Industrial Relations website.</p>	<p>NSW Industrial Relations</p>	<p>Phone 131 628 www.industrialrelations.nsw.gov.au</p>
<p>The Australian Taxation Office is the Government's principal revenue collection agency. Its role is to manage and shape tax, excise and superannuation systems that fund services for Australians.</p>	<p>Australian Taxation Office</p>	<p>Business tax self-help – phone 13 72 26 www.ato.gov.au/businesses</p>
<p>WorkCover NSW administers and enforces compliance with occupational health and safety, injury management and workers compensation legislation and manages the workers compensation system.</p>	<p>WorkCover Authority of NSW</p>	<p>Phone 131050 www.workcover.nsw.gov.au</p>
<p>Fair Work Australia is the national workplace relations tribunal. It has responsibility for the Fair Work Act 2009.</p>	<p>Fair Work Australia</p>	<p>Phone 1300 799 675 www.fwa.gov.au</p>