SL DA SYSTEMS LEADERSHIP DEVELOPMENT ASSOCIATION

The purpose of the SLDA is to encourage the understanding of the sustainable application of systems leadership theory in diverse work environments.

SLDA Newsletter Volume 1

January 2022

Activity Update

Hello and welcome to 2022. I want to update you on the operating committees initial planning for this year. We are very keen to re-engage in activity and provide value to all of us as members this year even though, no doubt, it will be a fairly volatile one.

The members of the Operating Committee have considered a number of activities and settled on the following as a short-term focus:

1. **Annual conference** – we are committed to holding a conference again this year, something we have not been able to do for two years now. Our initial thinking is that this is likely to be held in Australia and in quarter three of the year, approximately September.

2. **Member newsletter** – we will provide a mechanism for regular updates for members in the form of a newsletter. This will be delivered at least in January and July each year and follow the format of what you have received here. It will also link to other activities and content which can be of use for you and support the understanding and effective application of Systems Leadership.

3. **Working together course** – as we have offered in previous years, we are keen to provide the opportunity for those interested in a more intensive exploration of the material, to undertake a working together course. The start point for this is for people to indicate interest so we can gauge if there are the numbers and concentrations of people to undertake them. We will send out some information under separate coverage around this, however if you are interested feel free to contact a member of the Operating Committee and let us know.

As we develop content from all the above we will be looking for opportunities to mould this into development activities through both face-to-face and online delivery. Recordings of workshops stored on the website have proven to be useful.

We are very keen for members to be as involved in achieving the purpose of the association. It certainly makes the job of the OC easier if others contribute to the teams conducting our activities. If you are interested in playing a part in some way, please contact a member of the Operating Committee.

A reminder that there is plenty of content for members on the association website. This includes a link to the recently published book an application during COVID as well as other papers and tools.

As the year gains momentum and the association is again offering services to members, we will be looking to reintroduce an annual membership fee similar to that which was in place prior to 2019.

As always if you have any comments, suggestions or questions please feel free to contact us. Looking forward very much to working together more closely and energetically this year.

Phillip Bartlett Chair of the operating committee.

Phillip is the MD of Response Learning whose purpose is supporting people, organisations and communities to improve their effectiveness.

Operating Committee 2022

Our current operating committee members are:

- Phillip Bartlett (Chair)
- Mark Potter (Secretary)
- Clive Dixon (Member development)
- Noel Rawlins
- Sam Symes (Conference)
- David Brewer
- Katie O'Keefe
- Emma Trumper (Secreteriat)

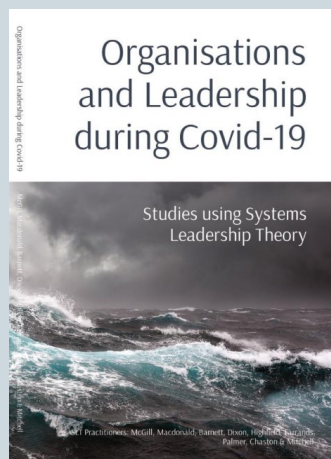**Contact us** 〉 e: enquiries@sldassociation.com.au

w: https://www.sldassociation.com

Follow us 〉 in

"Organisations and Leadership during COVID-19, Studies using Systems Leadership Theory" Published by the SLDA

We are aware of the value of Systems Leadership in helping to create the conditions where people willingly give of their best. This can be in a wide range of organisations not only large commercial businesses but we know from our practice that the fundamental principles are relevant and applicable in other sectors such as not for profit, public services, voluntary, community and religious organisations. This is because the underlying principles help us to understand and even predict human behaviour in a range of social settings where people are trying to achieve their purpose.

It is always important for us to share this body of knowledge, develop it and make sure it is relevant in a constantly changing world. We have attempted to do this in many different ways. The SLDA plays an important part through its activities of conferences, seminars and creating a network of people who appreciate and can use the materials to improve the quality of organisations and the quality of working life of people within them. We also have publications including the core textbooks and many people working as practitioners in a range of organisations around the world.

There is sometimes a view that Systems Leadership is only about so called "hierarchical" organisations, that it is a somewhat old-fashioned approach to understanding organisations and how they function. The new book certainly refutes this assumption.

The COVID-19 pandemic has challenged all types of organisations around the world and has required leaders at all levels to meet challenges that they were unfamiliar with and in many cases had no significant precedent to draw on. New arrangements, new authorities, new approaches have been required where success or failure in many cases literally meant life or death for people in different countries.

It was courageous of Geoff McGill to come up with the idea of a range of authors writing papers to contribute to a book that would demonstrate not only the relevance of Systems Leadership across a range of organisations but its relevance to challenges happening now. Having co-authored books I fully appreciated the complexity of the task he had taken on and the application required to complete it. Wisely, Geoff gathered around him a small team of people who could not only contribute to the content but to the process of publishing and distributing the book if and when it became reality.

The process of producing this book used the principles of Systems Leadership under Geoff's leadership. The acknowledgements in the book recognise the contributions particularly of Mark Potter and Rob Chaston. Others offered their thoughts and contributions in a typically generous way. It demonstrated great teamwork.

Geoff and others invited and received contributions from many different fields, those contributions were made in a similarly generous spirit with contributors voluntarily taking time to write, submit and receive criticisms in a thoroughly constructive way.

I think that the book makes a major contribution to the body of knowledge of Systems Leadership because it does not seek to be another textbook or teaching material but an analysis and reflection across many different fields demonstrating the current relevance of Systems Leadership. For me one of the main strengths of the book is its diversity not only in its subject matter but style and background of authors. None of the contributors are full time writers but rather people who have occupied leadership roles ranging from a hospital intensive care unit to the world's biggest gold mining company. It covers the Australian court system, education and it does not ignore small businesses which are so central to our economies but which did not have huge resources or spare capital to weather this storm.

This variety, I think, gives life not only to Systems Leadership ideas but to the intense work of people and the human stories behind dealing with this global pandemic.

I also hope that what we've learned in publishing this book can be shared with others. The publication of the Systems Leadership textbook: ("Systems Leadership: creating positive organisations" second edition Macdonald, Burke and Stewart Routledge 2018) took a long time and demonstrates the rather cumbersome approach of going through an international

publisher. What the COVID-19 book shows is that we can write publish and distribute a book in a much shorter time which we could do again particularly learning from the work that Mark Potter has put into this process. I hope that it encourages others to think about publishing material demonstrating the use of Systems Leadership. Indeed Ken McDonald published his book Management, Machinery and Money in 2019 also without recourse to the large publishers.

I can probably best end by quoting from an email I have just received from a client working on systems design in a large global organisation, she writes of the COVID book:

It's a great read and very timely! I have to admit I have been gripped by it!

It's a great example for SLT in action (or not in action) in the world around us.

It has helped me further cement the SLT concepts in my own mind

Thank you!

So, thank you to Geoff and the team for turning intention into reality with this book and to the SLDA for the financial support in publishing and hope that people read enjoy and learn from it.

Ian Macdonald Jan 2022.

Systems Leadership Development Association Website

No matter where you are across the globe, all members have access to our website at https://www.sldassociation.com/. It's a great resource available to you as part of your membership.

The home page is publicly accessible, enabling anyone to find out more about the SLDA. The real value for members lies in accessing the member only pages of the site. Access to these is easily gained by logging in (using the details provided to you when you became a member) from the home page.

Members have access to a substantial amount of information under the headings of

Resource Library - see below for more detail

Past Conferences - details including presentations and papers from 2017 onwards

Operating Committee - which includes minutes of all the Operating Committee meetings

A Discussion Board – a place where any member can start or contribute to a discussion

In this edition of the newsletter, I will focus on the Resource Library. This section of the website provides a myriad of resources comprising papers, presentations, video interviews and podcast interviews on a wide range of topics and elements of SLT. All of the material is able to be viewed online and the papers/presentations can be downloaded.

The material is catalogued under various headings. Just click on the heading to take you to the list of resources and then click on the item you wish to view. If you are unsure of the category there is a really useful "Search" function on the Resource Library main page. You may use the Search box below to find documents based on your own search criteria, such as author, topic or key word(s). The search results will show excerpts of any material plus links to the full versions of the documents. The search covers the entire website, including conference and operating committee material.

As a spotlight selection for this newsletter, I encourage you to have a look at the video interview of Torex Gold CEO, Jody Kuzenko. In this interview, Jody talks about the use of SLT at Torex, describing how it is embedded in the way the business and its leaders operate. It is well worth watching whether you are new to SLT or an old hand.

Mark Potter *Secretary, Operating Committee.*

Mark is based in Sydney and has been using Systems Leadership Theory (SLT) in his work for almost 25 years. His introduction to SLT was during his time working in the Commonwealth Bank as it transitioned from the government to private sector. He established M Consulting management consultancy in 2002 and became an Associate of Macdonald Associates at that time. His consulting work has covered a diverse range of industries including Mining, Oil Refining, Rail Transport, Air Transport, Engineering, Local Government, Universities, the Banking & Finance Sector and the Not-for-Profit Sector, working in Australia and North America.

Member Spotlight: Chloe Hall

In the winter of 2016, in a café in Melbourne's legal district, I was introduced to SLT by Doctor Who.

I was a recent MBA graduate with a passion for people and a growing interest in organisational culture. I was scraping a living through temp jobs, wondering how on earth I was going to start the next chapter of my career.

The Doctor was Geoff McGill. He wore a long leather coat, hat and cane and, to me, appeared every bit the galaxy-tripping Time Lord. He ran his own consultancy and seemed to be successfully navigating a universe I had not yet found a way to enter.

That café conversation was the beginning of a mentoring relationship that would introduce new ways of thinking and open a gateway to my current career.

On Geoff's recommendation, I bought the SLT book (still in its first edition) and immersed myself in its concepts and models. I was excited to discover a conceptual framework that made sense of the world of work in a way that recognised people's creativity and need for belonging. Ian, Catie and Karl had me at "People are not machines".

Once I had a foundational understanding of SLT, Geoff invited me to join a small team undertaking a cultural audit at the Viva oil refinery. I'll never forget the generosity of those 3 consultants, welcoming a green newcomer into the fold, patiently walking alongside me as I experienced, for the first time, Systems Leadership Theory coming to life.

A year later, in my first internal role as a senior consultant with La Trobe University, I realised that, just as SLT resonated with me, so other theories were held dear by my new colleagues. I began to apply SLT in conjunction with these other theories and approaches, with positive and impactful results.

Over the next 5 years, SLT informed many of the initiatives led by me and my teams, including capability frameworks based on SLT's 5-element capability model; 'Quality Conversations' workshops underpinned by the values continua and the 3 basic questions; review of enterprise-wide performance systems using the systems matrix and 20 questions; and models such as task assignment and team process introduced through coaching sessions with countless leaders and staff members.

Now, navigating these rapidly changing times in a role with a large community services provider, I continue to use and introduce people to SLT – applying the concepts and models together with other contemporary theories – to benefit my team, organisation and community.

The 6 years I've described could not have happened without one member of the SLDA community taking a risk and investing in the growth of another. It's one of the reasons I'll always be grateful for that first conversation with the Doctor.

Chloe Hall is currently the General Manager Leadership, Organisational Capability and Workforce Planning at genU, a provider of disability, ageing and community services with over 3500 employees across 200+ locations across Australia.

Membership update

We would like to extend a very warm welcome to our newest members who have joined us in the previous 12 months:

Cecilia Smith

Mareta Conry

Richard Tanner

Systems Leadership + Macdonald Associates Consultancy ('MAC'): an update and look ahead

Over the last nine months a number of us at MAC and within the Systems Leadership community have been undertaking a piece of work to ensure we continue to develop and promote the positive impact that Systems Leadership can have on organisations and individuals.

This team of people, led by Ian, has been looking to understand future requirements and opportunities. The process has included discussions with a number of individuals, practitioners and clients of SLT work, both existing and former.

Some of the issues we've been looking to address include how we can continue the work of SLT, broaden its application with a new generation of practitioners and extend its work to new sectors and organisations, including those that are not necessarily able to afford to pay fees at a commercial level to license and access the materials. As many of you will know in relation to this final point, recent years has seen much progress in bringing the positive impact of working with SLT principles to new, non-commercial sectors – for example the work with education organisations in Far North Queensland.

How can we develop and extend this further?

It strikes me that one of the hallmarks of Systems Leadership – both the underlying principles of the theory and the people who practice it – is the open and transparent way in which progress, learnings and development are shared and communicated. The role the SLDA and its members play is an important contributor to this spirit of sharing and communication. So I appreciate the invitation from the SLDA Operating Committee to update its members on the work that Ian, I and others have undertaken in the last 6-9 months and report on the plans to continue the development and application of Systems Leadership.

To this end I'm including below the contents of a message Ian sent to colleagues earlier in January of this year where he reported on the progress and plans for the future. You'll see this gives an account of work conducted to date in a number of areas, including: i) a system to develop new practitioners in Systems Leadership; ii) the launch of a new non-profit entity to provide training and consultancy to both organisations and individuals less able to afford to pay for such services; iii) some developments with respect to Macdonald Associates Consultancy and iv) ways in which MAC intends to licence its Intellectual Property in the future in support of the new non-profit entity.

Ian's email refers to specific papers outlining further details on all these subjects. If you would like to see any of these papers please let me know and I'd be delighted to make these available to you. Furthermore if you have any comments, suggestions or questions on any of the subjects relating to the future of MAC and Systems Leadership please get in touch. I've taken the liberty of including a short bio for both Tracey Butler and myself so you have some more information about the new MAC additions to the SLT community.

George Bruell - January 2022

Email from Dr Ian Macdonald to members of the SLT community

20th January 2022

Dear SLT community members,

Context:

As you may well know from contact with myself, George Bruell or others that we have been considering the future direction of Macdonald Associates Consultancy ('MAC') not only with regard to the business but how we can better ensure the continuation of Systems Leadership work. Clearly quite a few of the practitioners and associates are getting to a time in their lives when they may want to work less or indeed not at all. We have all been involved in work that has had a significant and positive impact on individuals, organisations and even society. We want this work to continue and so we need to turn that intention into reality.

MAC's plans for the future over the past ten years or so has been rather ad hoc and we believe there is now too much variation in how we develop people and share and develop the materials. I have not built the structures and systems that provide a reliable pipeline of new practitioners. Critical Issues include: What if new people don't succeed the older folk? What if we don't have shared and up to date resources? What if we don't continue to share best practice and introduce new thinking? We need to address these.

I don't think that it is fair to expect the SLDA to address them all even though it is a major contributor, especially to the third issue. However, the SLDA as a voluntary professional association can't be expected to cover all that work. MAC can assign tasks and allocate resources that can address them in a complementary way to the SLDA. MAC and the SLDA are different types of organisations with different but complementary purposes. Our view, shared and confirmed by many in our community is that if these issues are not addressed the work may simply slowly fade and diminish overtime.

In summary the overall purpose of the review is to set up organisational arrangements, including systems that are most likely to encourage the use of Systems Leadership over the next 10+ years.

Purpose:

The purpose of this note is to share with you work that has been done and is being done to address those issues in order to achieve the overall purpose.

Our plans and proposals are based in no small part on the input from many practitioners, clients and others interested in the continuation of our work. Though MAC has funded much of this work there have been great contributions from many people in the SLT community.

This note is in five parts:

1. The proposed new system to develop new practitioners; the (simply named) Practitioner Development Programme ('PDP').

2. The explanation of the Community Interest Company (CIC)

3. The explanation of the new IP arrangements, and their link to the CIC

4. A proposal concerning updating materials and content.

5. An update on the administrative changes at MAC.

PDP:

I think that most would agree that because of a change in the context, the type of clients and so the change in opportunities it has been more difficult to train and develop new practitioners. An ad hoc process has emerged but it is not systematic nor effectively transparent. If new practitioners are not developed as mentioned above the work will simply fade away.

A team led by Geoff McGill with support from George and myself has been working on a system to address this. The proposed system is attached for your consideration. It is designed to be as simple as possible avoiding excessive rules but being easily understood and managed.

CIC:

For several years we have been looking at setting up an organisation, originally we thought a charity, that could provide support for organisations to use Systems Leadership even though they would not be able to afford consultancy fees. We also wanted to find a way to support the training and development of potential practitioners again where those individuals may not be able to afford to fund their own training. We have settled on an organisation called a Community Interest Company which while not a full charity is a not-for-profit organisation where money paid into that organisation can only be used to fund activities delivering the purpose of the organisation; money cannot be taken out of the organisation and paid to external parties or shareholders since there are no shareholders simply members. This not-for-profit organisation is run by Directors who determine how the funds should be used. Again, please see an attached document. Anyone or any organisation can contribute to this CIC but we do need a regular income. So we propose to link this to an IP agreement.

IP:

Since 2008 there has developed some difference in agreements with regard to the licensing of practitioners. There is no reason for a system of differentiation here so we now propose to standardise an agreement to replace existing agreements and which would be offered to new practitioners. The full IP agreement is also attached.

Essentially the IP agreement contains two parts; the first, almost exactly the same as current agreements, is to ensure the proper use of the materials with integrity and consistency.

The second part explains the nature of the contribution to the CIC. The most important, and unusual element here is that the contribution in cash or kind is entirely at the discretion of the licensee. There is no fixed fee, royalty, percentage but the licensee will determine what is a felt fair contribution given their use of the materials. Thus, we can have the same agreement for all parties whether they be single individuals, small consultancy organisations or large companies. We think that this "felt fair" contribution to a not-for-profit company (instead of to MAC) is more likely to encourage contributions in cash or kind.

Materials:

Another element of the work of the review is to examine our current and future materials and resources and update them to make them much more available to practitioners and user friendly. George has been doing this work and will report separately. Of course much work has been done already by individuals, organisations and the SLDA so part of this work will be to pull existing materials together as well as develop new material.

MAC Admin:

Following a personal move from Uxbridge and the sad loss of Deborah most of you will know that we have now opened an office in Lewes, East Sussex UK and are pleased to have Tracey Butler as our new Business Manager. Also, George Bruell has joined our team and whose main remit is to drive the work described above. They are welcome and valued members of MAC and the community. (Short bios attached) All welcome to visit as and when possible.

Summary:

We want the work of MAC and the positive impact of SLT to continue. The above is our plan to do so. Like the material itself this note has had many contributors and the ideas have been tested, developed and considered by many already. We now think that it is time to share these ideas more widely.

We do not want SLT to stop evolving or changing as new ideas are introduced and new people join. SLT must be open to change or it will gradually become less relevant.

We welcome your questions and comments on any or all of the above as we continue our work.

Ian

Short bios

George Bruell

I have 30+ years' experience working across business and arts. With a degree in immunology (never did I think our world would be so interested in B cells and T cells several decades later...) and a music scholarship from Cambridge University I've spent my life pursuing the intersection between the worlds of science, technology, commerce and the creative arts.

After a brief spell working in investment banking in London I moved with my family to the USA, initially completing an MBA from The Tuck School, Dartmouth College, before taking a general management position with the food ingredient and technology multinational, Cargill.

In 2008 I returned to my roots in music and the arts, to run the Communications + Media business at Glyndebourne, an Opera House based in East Sussex, with a mandate to create and commercialise an IP portfolio to develop a new source of revenue and reach a new generation of audience. I spent a very happy 12 years overseeing all brand, audience, digital + content related responsibilities.

In 2020 I started my own consulting and advisory business working with organisations across a range of business, education and creative arts sectors, with a passion for working where the commercial and creative worlds collide.

Living in East Sussex, UK I'm lucky enough to have the beautiful South Downs on my doorstep with the opportunity for my two border terriers to take me out for exercise most mornings.

Tracey Butler

For most of my working life I have worked in the creative services sector, usually in a production environment covering video/AV and advertising agencies. It was the usual story of long hours, tight deadlines, and demanding clients but despite this I spent almost 2 decades as a Managing Partner in a Brighton design agency - those creatives need a lot of organising!

After downsizing the business, we tried running it from home, but it wasn't for me, so, after a 5 year stint as a Senior Account Manager for a large creative services company followed by a Covid enforced career break I was delighted to join the Mac Team in September 2020 as their part-time Business Manager in lovely Lewes which is a short commute from my coastal village home.

When I'm not in the office keeping an eye on Ian and George I can be found chasing around after my pre-school grandchildren or rehearsing with the Jam Tarts, an indie choir that I have been harmonising with for the last 15 years. And when it is time to take a break, I love to get back to basics and pack up the campervan with dog (and hubby) and go on an adventure.

Systems Leadership Tips and Tools

The two documents attached, highlight the approach being used at Upper Coomera State College to develop Standards of Practice (SOP). One document highlights the standard of practice expected in this work and the second is a common template for use by all staff.

The purpose of this work is to establish clarity across college operations to improve our organisational effectiveness. We use the term SOP instead of process or system, although at times we revert to these terms, especially 'system' if the complexity and scope of the work is significant - for example student enrolment (We are a large schooling environment with approximately 2000 students enrolled across P-12 at any one time).

As well, we are well progressed in contextualising other technical tools related to Systems Leadership such as Specific Role Descriptions and Task Assignments. College managers are slowly adjusting to Systems Leadership tools, concepts and models in their work after I introduced the theory around 18 months ago. The process of moving from organisational theory to workplace practice would be a near impossible task with-

out coaching school leaders to develop their capability. Sam Symes is working part time with us in this capacity. This coaching aspect will generally hold schools back in their organisational effectiveness journey, especially as Education system leaders are often unfamiliar with the work (of organisational effectiveness, let alone the specifics of a particular approach such as Systems Leadership). My observation across many schooling contexts is that it would normally take several years at a minimum to embed new practices and behaviours into somewhat conservative organisations such as schools.

Noel Rawlins
Executive Principal
Upper Coomera State College

Noel was previously the principal at Malanda SHS and Western Cape College where he used the tools, concepts and models of Systems Leadership extensively. Upper Coomera State College is located on the Gold Coast in Queensland. It is very complex organisation, with more than 2000 students enrolled from prep to year 12.

STANDARD OF PRACTICE

REFERENCE NUMBER	*Completed by Executive Services Assistant*	APPROVAL DATE	*Date Submitted by ESA*
BUSINESS ORGANISATION	*All*	LEVEL OF WORK	*All*
CUSTODIAN	**Richard McDaniel**	LINE MANAGER	**Head of School**
REVIEWER	*Kylie Gurney & Carmel Ord*	REVIEW DATE	*1/11/21*

CONTEXT:
Standards of Practice establish a consistent methodology for effective work to be undertaken. They ensure work is repeatable and levels of accountability are articulated and followed. As a large organisation, UCSC requires a standard template and process for the development and filing of SOPs in order to ensure the work is clearly defined and completed by the right people, at the right time. The process outlined in this SOP is to be undertaken any time a potential problem of practice is identified and should consider relevance to the College AIP priorities, levels of work and work roles.

In order to work systematically, clear and consistent standards modelled through the ways of working, must be defined, to enable repeatable tasks to be followed. These standards will underpin the purpose of why the work should occur, how it will undertaken and when it will take place. This definition of work will also clearly outline those accountable for doing the work and who will be impacted by the work. By clearly defining the standards in which work should be undertaken, positive outcomes can be generated through specific desirable behaviours

PURPOSE:
To define a consistent process for the development of SOP's at Upper Coomera State College.

WAY OF WORKING STANDARDS:

PHASE 1

1. Identification of Existing Behaviour - Problem of Practice (POP) or system required
2. Identify the need for a Standard of Practice (SOP). Use evidence of POP to identify the SOP desirables, to achieve the desired work outcomes.

PHASE 2

1. Present to Line Manager:
   a. Context
   b. Problem of Current Practice (outline in the context)
   c. Purpose
   d. Who the work impacts (could be more than 1 level. *(eg, Teachers, HOD's, Teacher Aides)*
   e. Level of Consultation required
   f. Research Associated
   g. Stakeholders (those working across the organisation who may be impacted indirectly)

PHASE 3

1. Present research underpinning the purpose of SOP
2. Undertake consultation with direct impact stakeholders (refine POP definition)
3. Develop the Way of Working Standards
4. Determine the Resources required to enact the SOP

PHASE 4

1. Present to Line Manager for review and 1st Approval
2. Present to key stakeholders for feedback on ways of working
3. Amendment and resubmission – if required.

PHASE 5

1. On approval – Line Manager to present to Custodian for Final Approval
2. Line Manager to insert Review Date
3. Line Manager to present to SOP manager – ensure clarity
4. Communication / Presentation and Dissemination of Standard of Practice to all stakeholders – clarity provided. Discussed this with Line Manager
5. Submit by email to ESA and Line Manager

DESIRED BEHAVIOURS:

1. Consistent application of the process above to develop SOPs
2. Clear processes followed to identify the need for an SOP
3. All stakeholders identified and consulted in the development of the SOP
4. Appropriate communication between stakeholders and custodian
5. Appropriate timelines documented and followed

RESOURCES:

Physical:
a) SOP repository

Human:
a) Roles – ESA, Custodian, Line manager and Reviewer
b) Stakeholders for consultation

Financial: nil

Technical:
a) Inquiry processes for defining problem of practice
b) Appropriate consultation processes for development of the SOP

Internal:
a) SOP filing
b) Exisisting line management and meeting structures

External:
a) Research in affected area

Other: nil

STANDARD OF PRACTICE

REFERENCE NUMBER	Completed by Executive Services Assistant	**APPROVAL DATE**	Date Submitted by ESA
BUSINESS ORGANISATION	Primary / Secondary / Business Services / External	**LEVEL OF WORK**	Level of Work within Business Organisation (eg. HOD)
CUSTODIAN	Primary or Secondary Principal, Executive Principal, Business Services Manager	**LINE MANAGER**	Delegated Lead by Custodian
REVIEWER	Name of Review Leader	**REVIEW DATE**	Date for SOP Review

CONTEXT:
The situation in which the task will likely be performed, including the background, relationship to other tasks and any other unusual factors to be considered.

PURPOSE:
What is to be achieved by accomplishing this task?

WAY OF WORKING STANDARDS:
Following the instructions within the STANDARD OF PRACTICE – CONDITIONS OF USE Phases 1 to 5 respond, considering: WHAT, WHO, WHEN & HOW this work will be taken from Intention to Reality.

DESIRED BEHAVIOURS: *Explicitly outline the observable, verbal and physical behaviours associated to this work which lead to desired outcomes. What do you predict?*

RESOURCES:

Physical:

Human:

Financial:

Technical:

Internal:

External:

Other: