

# Your role as manager

## Background

Early childhood services operate with a variety of management models, such as independent committees, part of a cluster, part of local government or community organisation.

Committees which are part of a cluster management arrangement need to have a very clear understanding of the division of roles and responsibilities between the cluster manager and the committee of management. A service agreement/memorandum of understanding/contract will define responsibilities. It is important that cluster-managed centres know the management model and clearly understand their extent of responsibility.

## Overview of responsibilities

Regardless of the management model, all members of a committee of management have the responsibility to:

- Act honestly, with integrity and in good faith
- Act fairly, with due care and diligence
- Be loyal to the association, avoiding conflicts of interest
- Act with integrity, not use information or position for personal gain
- Act in the best interests of the organisation
- Make decisions having considered the various rights and obligations of those involved
- Maintain confidentiality.

Respectful, open and honest communication creates an environment where people feel valued and listened. One of the best ways to avert conflicts is by adopting effective communication strategies. All members of the committee are equal in importance and should participate in decision making.

## Management includes:

- Understanding your responsibilities
- Decision making
- Delegation
- Accountability
- Coordination
- Communication
- Developing and implementing policies, procedures, systems and processes
- Understanding and complying with the requirements of contracts and agreements with organisations such as local government, DEECD and/or cluster manager.

Depending on the management type and model, committees may be responsible for some or all of the following:

- Policy development and implementation (refer to '*Your role in providing good governance*').
- Service planning and delivery. Reviewing the program delivery to ensure it is meeting the needs of the community and is financially viable. Compliance with industrial agreements, funding, and licensing requirements are critical factors when considering a change to program delivery.

- Strategic planning (refer to ‘*Your role in providing good governance*’).
- Financial management (refer to ‘*Your role in managing finance*’).
- Fundraising (refer to ‘*Your role in fundraising*’).
- Promotion/marketing—one of the strategies to ensure ongoing viability may be to market the centre to increase the community’s awareness of the centre and enrolments.

## **Compliance**

*Incorporated Association Act 1981*

Association’s constitution

Centre policies

Legislation as listed on other information sheets from CommitteeBasics

## **Where to get more information**

KPV Early Childhood Management Manual (available Term 1 2011)

KPV FinanceWorks

KPV PolicyWorksv2

KPV Governance Tips (free to download from the KPV website)

Consumer Affairs Victoria website: [www.consumer.vic.gov.au](http://www.consumer.vic.gov.au)

Our Community website: [www.ourcommunity.com.au](http://www.ourcommunity.com.au)