



APPLICANTPACK

General Manager

Tenterfield Shire Council



**Leading
Roles**
People ▶ Performance ▶ Partners



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We respectfully acknowledge the Traditional Owners, the Ngarabal, Bundjalung, Kamilaroi, Githabul, Wahlubul and Jukembal people as the custodians of the land and waters, on which we work, live and play. We pay respects to the broader First Nations community and Elders, past, present and emerging and acknowledge their continuing culture and contribution to the life of the region.



The Role

The Tenterfield Shire Council is situated at the Northern end of the beautiful New England Region of NSW and is known as the birthplace of the Australian nation.

The community enjoy the benefits of a picturesque rural lifestyle with ready access to the Northern Coastal areas of NSW and the facilities of the nearby Queensland Granite Belt. The town of Tenterfield is only three hours to Brisbane or the popular seaside town of Byron Bay.

The Mayor and Councillors of Tenterfield are seeking an experienced and engaged local government leader to shape the organisation through a period of renewal and stabilisation.

The ideal candidate will be an outstanding leader, capable of transforming the sustainability of the organisation while building strong engagement with internal and external stakeholders, and creating a highly capable, service-oriented workforce.

Organisational Performance

The core function of the General Manager's role will be a consistent focus on elevating the Council's organisational performance and financial sustainability. With a continual focus on performance and improvement, the new GM will implement initiatives to enhance operational efficiency, streamline processes and boost productivity. The Council values strategic thinking, strong financial acumen and exceptional relationship building skills.



Key Responsibilities

- Ensure alignment between the Council, elected members and the community so that strategic and operational focus areas reflect community priorities.
- Provide high level, expert advice to the Mayor and elected members on a range of strategic, financial and operational matters.
- Lead the executive management team and a multi-disciplinary workforce to deliver the Community Strategic Plan.
- Develop and maintain constructive relationships and partnerships with the Council, staff, community and key stakeholders.
- Lead a positive organisational culture that aligns to Council's values and maximises achievement through clarity of purpose, alignment of goals and development of leaders.

Challenges and Opportunities

The Tenterfield Shire Council is seeking a dynamic and committed General Manager to lead the organisation through a transformative phase. The council is navigating challenges related to sustainability and service levels for the communities of the Tenterfield Shire.

The communities' needs and concerns will be a key focus for the new GM, who will need to address these concerns with a dedicated, structured and programmed focus on community engagement, becoming a trusted and reliable source of information and community decision-making.

The Interim GM has commenced a significant reset of Council operations, and the appointed GM will be required to pick up and build on this important groundwork, including continuing a program of financial sustainability over a dedicated five-year program. Elected members have sought greater transparency with their relationship with the Council organisation and monthly reporting has been introduced which is working very well.

Stakeholder Engagement

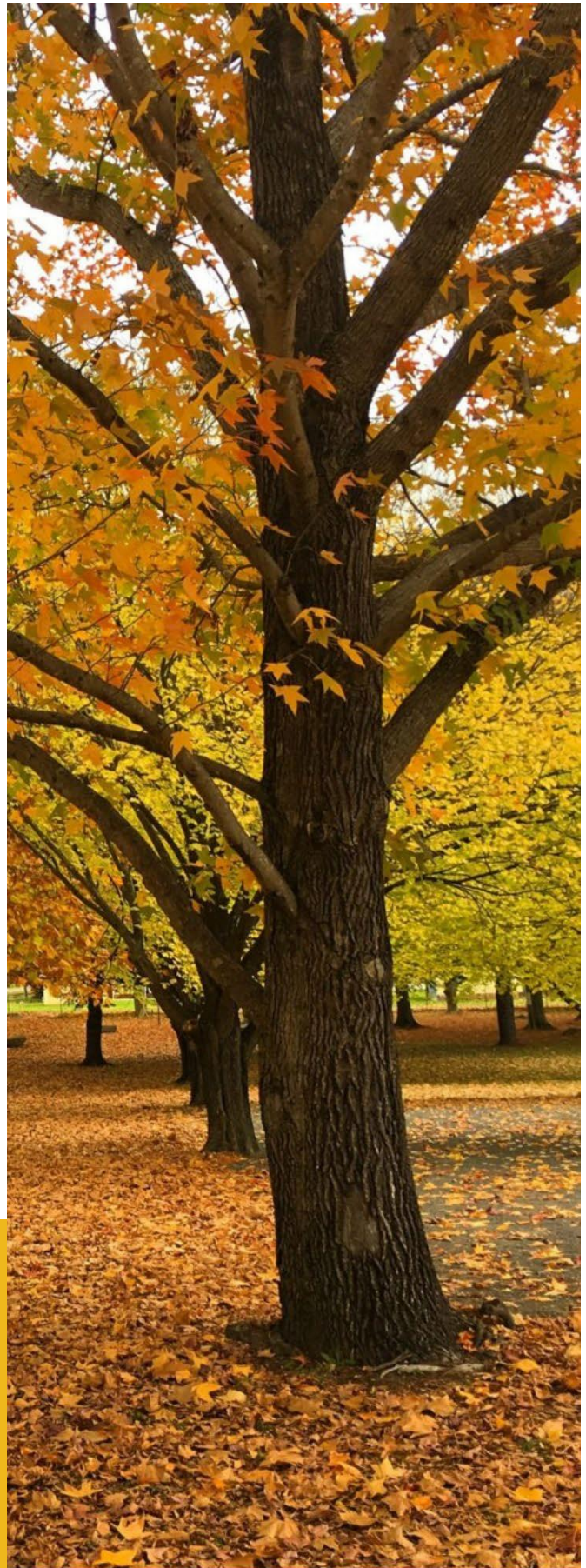
Central to this role will be the ability to build strong relationships with the Council's diverse group of stakeholders. The new General Manager will serve as a critical link between Tenterfield Shire Council and its internal and external stakeholders, including elected members, community partners, neighbouring councils, state and federal agencies and regulatory bodies.

Project Management

The Tenterfield region has been impacted heavily by recent weather events. As General Manager, you will have oversight of a portfolio of critical projects that directly impact the success and sustainability of the region.

Project management experience is essential, and will ensure successful, on-time and within-budget delivery of the Council's key projects.

A key focus for Council is the maintenance, development and renewal of the Shire's roads and transport infrastructure, which is seen as critical community and economic infrastructure in the Shire.





Workforce Leadership

The General Manager will lead a diverse team of approximately 80 multi-disciplinary staff. There are key vacancies in the Executive Leadership Team including the Director of Infrastructure and Director Corporate Services which are currently being recruited. The workforce has been quite unsettled during this recent period of uncertainty, however it has returned to stability under the leadership of the Interim General Manager.

The Council is currently undertaking a review of their organisational structure and Workforce Plan in accordance with strategic budgetary outcomes.

The Council organisation is an experienced and committed team who will benefit from an engaged and decisive leader who provides clear direction and is committed to enhancing the team's capabilities and building a positive, empowered and high-performing culture.

Personal Attributes

Tenterfield Shire Council is actively seeking a strong and experienced local government leader who is aligned to Council's values and is a trusted partner to the elected members.

Council values a leader who demonstrates high integrity and decisiveness while having a strong community focus and relationship development skills. Exceptional verbal and written communication skills are crucial for effective influence and collaboration among a diverse range of stakeholders in a highly complex environment.



Qualifications, Skills & Attributes

- Experience in a similar role leading the strategic direction of a local government entity with a focus on performance and continuous improvement.
- Extensive experience in managing complex organisational budgets to ensure financial sustainability.
- Demonstrated understanding of the Integrated Planning and Reporting Requirements for Local Government and the challenges facing local government, particularly in a rural NSW environment.
- Strong leadership, communication and interpersonal skills with demonstrated ability to inspire purpose, lead people and build capability to effectively deliver outcomes for the community
- Proven experience in engaging the community and key stakeholder groups to deliver customer-focused outcomes.
- An appropriate degree qualification in Business/Management or related discipline.



Salary Package Information

Joining Tenterfield Shire Council will see you welcomed into a supportive environment within an experienced and dedicated team. You will be part of a community that values integrity, community, accountability, respect and excellence.

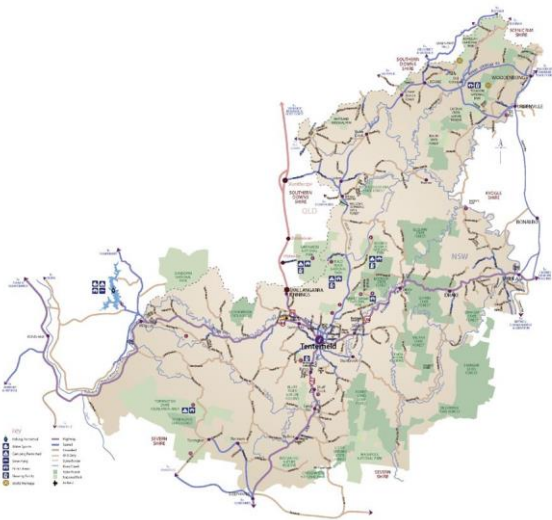
Council is offering a competitive remuneration package that includes:

- An executive level contract of four years.
- \$275,000 Total Remuneration Package.
- Salary packaging options are available.
- A housing option is negotiable.



About Council

The “Federation Speech” in 1889 by then NSW Premier Sir Henry Parkes in Tenterfield played a crucial role in the Federation of the Australian States on 1 January 1901, earning the town the title of the “Birthplace of a Nation.”



Tenterfield Shire Council, located in the New England Region of New South Wales, covers an expansive 7,334 square kilometres, with an estimated resident population of 6,879 in 2022.

Within the Shire lies the historic town of Tenterfield, complemented by charming villages like Drake, Urbenville, Liston and more.

Tenterfield Shire Council is governed by a dedicated team of ten councillors, representing five separate wards. Each ward elects two councillors for fixed four-year terms, and the mayor is chosen by councillors at the first council meeting.

The Shire is bordered by the Kyogle Council area, the Clarence Valley Council area, the Glen Innes Severn Council area, Inverell Shire, the Dumaresq River and the Queensland border. As of 30 June 2023, the council's net operating result for the year stands at \$37,206,000, with total assets valued at \$634,775,000. Predominant employment sectors include Agriculture, Forestry and Fishing, Health Care and Social Assistance, Retail Trade, Tourism, Construction, Education and Training.

The current strategic plan for 2022 to 2032 outlines key goals, including fostering a vibrant, inclusive and safe community, developing a robust and growing economy, protecting and enhancing the natural environment, ensuring a transparent and financially sustainable organisation and maintaining an effective and affordable transport network.

Links to Council Information





Living in the Region



Housing

The Shire boasts an array of residential choices, from historical homes in the heart of Tenterfield to charming villages like Drake and Jennings. Property values may vary, with picturesque rural settings and proximity to natural attractions contributing to the unique appeal of different areas within the region. Whether one seeks an historic dwelling or a modern retreat, the Tenterfield Shire offers a housing landscape that aligns with various lifestyles and preferences.



Educational Facilities

The Tenterfield Shire Council region provides a comprehensive range of educational facilities to meet the diverse needs of its residents. Boasting a mix of state and private schools, the region offers numerous options for primary and secondary education, ensuring accessible and quality learning experiences. For those pursuing higher education, a TAFE campus is readily available in Tenterfield, and the nearest university is the University of New England located in Armidale.



Healthcare

The Tenterfield Shire Council region caters to a variety of medical needs. The region is equipped with both public and private medical facilities, ensuring accessible and quality healthcare services. The Tenterfield Hospital provides essential public health services and private health centres offer specialised care. The Shire is also home to medical centres, dental practices and aged care facilities, providing comprehensive healthcare options for residents.



Living in the Region



Shopping & Dining

The Tenterfield Shire Council region offers a diverse and vibrant shopping and dining experience, catering to the preferences of its residents and visitors. From charming boutiques to major shopping centres, the retail landscape in Tenterfield provides a variety of options for all shopping needs. Explore local treasures in quaint stores and art galleries that showcase the creativity of the community. When it comes to dining, the region celebrates fresh local produce. Dining options include casual cafes, fast food options and restaurants.



Sports & Recreation

The Tenterfield Shire Council region is a hub for sports and recreation, offering a range of facilities and activities. The War Memorial Baths provide a refreshing swim, while numerous parks cater to picnics and community events. National parks beckon nature lovers and local waterways are perfect for fishing. The region hosts a variety of sporting clubs, including rugby league, little athletics, basketball, swimming, tennis and golf, fostering a strong community spirit. Tenterfield provides an ideal setting for an active and healthy lifestyle.



Getting Around

Tenterfield, strategically located, is an easily accessible destination, a 3.5-hour drive from Brisbane and the Gold Coast, Tenterfield enjoys good road connectivity via the New England Highway to the north and the Bruxner Highway to the east.

Five major airports within a 3.5-hour radius of Tenterfield offer a host of air travel options. Daily domestic and international flights connect to Brisbane and Gold Coast airports, providing car hire services.

A photograph of a park during autumn. The ground is covered in fallen orange and yellow leaves. In the foreground, there is a black metal picnic table with two benches. In the background, several large trees with vibrant autumn foliage stand in a row. The sky is a clear, bright blue. The text "Discover Tenterfield" is overlaid in white, and a yellow play button icon is centered in the lower half of the image.

Discover Tenterfield

Recruitment Process and Timeframes



How To Apply?

Please submit your application via the Leading Roles website. Please upload:

- Your CV
- A covering letter addressing the criteria below



Selection Criteria

- Experience in a similar role leading the strategic direction of a local government entity with a focus on performance and continuous improvement.
- Extensive experience in managing complex organisational budgets to ensure financial sustainability.
- Demonstrated understanding of the Integrated Planning and Reporting Requirements for Local Government and the challenges facing local government, particularly in a rural NSW environment.
- Strong leadership, communication and interpersonal skills with demonstrated ability to inspire purpose, lead people and build capability to effectively deliver outcomes for the community
- Proven experience in engaging the community and key stakeholder groups to deliver customer-focused outcomes.
- An appropriate degree qualification in Business/Management or related discipline.



Applications Open

- Week Commencing
Monday 22 January 2024



Applications Close

- 5pm Sunday 11 February 2024



Initial Assessment

- Week Commencing 12 February 2024



Council Interviews

- Week Commencing 19 February 2024 (TBC)

*Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and candidate availability.



Application for Assessment, Shortlisting and Interviews

Leading Roles and the council will determine a shortlist of suitable applicants and will arrange interviews with the council's interview panel, depending on applicant and council staff availability.

The council may require their preferred applicants to undergo a psychometric assessment to assist in understanding the candidate's fit for the role and organisation, working preferences and attributes. Following the selection of a preferred applicant the council may require further checks including reference checks, criminal history checks and medical assessments.

You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at the offer stage.

Privacy Information

Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. It will not be given to any other person or agency unless you have given us permission, or we are required by law.



Belinda Walker

Executive Talent Consultant




Belinda is our senior talent consultant with close to 20 years' experience recruiting executive, senior management and specialist roles in the public and private sectors throughout Australia and the United Kingdom.

Belinda commenced her career as a communications specialist, working in the not-for-profit and professional services sectors in the UK and Queensland.

Belinda prides herself on her stakeholder engagement skills, her client and candidate care, and her collaborative communication style to ensure a quality and professional level of service is always delivered.

CONTACT

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APPLY NOW AT WWW.LEADINGROLES.COM.AU





ATTACHMENT

Position Description

Position Description



| General Manager | |
|-----------------|-----------------------------|
| Department: | General Manager |
| Reports to: | Mayor and Council |
| Direct reports: | 5 |
| Location: | Tenterfield |
| Classification: | Senior Executive - Contract |
| Date approved: | January 2024 |

About Our Council

Tenterfield is situated in the New England Region of NSW and is known as the Birthplace of the Australian Nation.

As a Rural Medium sized Council, we enjoy the benefits of rural lifestyle with ready access to Northern Coastal/Beach areas of NSW and the facilities that the nearby Queensland Granite Belt and greater Brisbane hinterland can afford. Academic needs are well served in the region as are cultural and outdoor pursuits.

Our mission is to provide quality leadership and services within our Local Government area, with resources aligned to supporting our community vision as articulated in our Community Strategic Plan

Our Vision

- To establish a shire where the environment will be protected and enhanced to ensure sustainability and inter-generational equity,
- To recognise and actively develop our cultural strengths and unique heritage,
- To establish a prosperous shire through balanced, sustainable economic growth managed in a way to create quality lifestyles and satisfy the employment, environmental and social aims of the community,
- To establish a community spirit which encourages a quality lifestyle, supports health and social well-being, promotes family life and lifestyle choices,
- To establish a community spirit which promotes opportunities to participate in sport and recreation, promotes equal access to all services and facilities, and
- To encourage all people to participate in the economic and social life of the community with a supportive attitude towards equal life chances and equal opportunity for access to the Shire's resources.

Our Values

Council values are ICARE - Integrity, Community, Accountability, Respect and Excellence.

Council values the staff and their safety and acts to develop the workforce in accordance with the Workforce Plan. Council is committed to being an employer of choice by pursuing a workforce culture of excellence and fostering an environment where staff are empowered, challenged and invested-in whilst maintaining a flexible balance between work and life commitments.

Change, challenge, and opportunity are features of our Council seeking to deliver excellence within our means.

Position Overview

Reporting to the Mayor and accountable directly to the Council, the General Manager will lead the Management Executive team and a multi-disciplinary workforce responsible for the delivery of the community's priorities as identified in the Community Strategic Plan, including financial, environmental, economic, social, and civic outcomes.

A key focus of the General Manager is to lead a culture that aligns with Council's organisational values and provides a healthy and successful organisation to achieve the Council's plan.

Working in a changing environment will require the General Manager to address complex issues involving internal and external stakeholders constructively and collaboratively. The General Manager will be required to develop and maintain effective relationships and partnerships with stakeholders to ensure the achievement of outcomes.

The General Manager will ensure processes and systems are in place to comply with all relevant legislation and appropriate management of risks. The General Manager will exercise the functions of the Council as delegated to the position and to ensure appropriate delegation is in place throughout the organisation.

Key Accountabilities & Duties

- Ensure alignment between the community / elected members and staff so that strategic and operational focus areas reflect community priorities.
- Lead the Management Executive team.
- Lead a constructive organisational culture that aligns with Council's values and maximises achievement through clarity of purpose, alignment of goals and development of leaders who help and inspire individuals and teams to reach their potential.
- Develop and maintain constructive relationships and partnerships with the Council, staff, community, and Government departments, ensuring the achievement of strategic and operational objectives.
- Ensure organisational sustainability through the efficient use and strategic management of people, performance, assets, finances, the environment, and social outcomes.
- Ensure that appropriate systems and processes are in place to manage corporate risk and ensure compliance to governance and Local Government Act 1993 requirements.
- Provide high level advice to Council on a range of strategic, financial, and operational issues.
- Provide very high-level financial controls around organisational budgets, reporting, project management and grant funding.

- Provide a safe workplace, with the ultimate responsibility for ensuring due diligence and compliance under the Workplace Health and Safety Act (2011).

Key Internal Relationships

| Who | Why |
|--------------|--|
| Council | A constructive and co-operative relationship with Council is essential for the successful delivery of the strategic objectives and quality operational outcomes for the community. |
| Senior Staff | The General Manager works in collaboration with Senior Staff as an effective team to ensure resources are utilised efficiently and effectively and the organisation is aligned in both strategy, outcomes, and behaviours. |
| Staff | The General Manager is expected to be a role model and support a constructive high performing culture that is responsive and 'customer centric' and provide strong and effective leadership that reflects the organisational values and desired culture. |

Key External Relationships

| Who | Why |
|-----------------------------|---|
| Community | The General Manager is a key interface with the community, industry groups and local businesses. Developing and maintaining solid relationships with these groups will assist in building trust that the organisation is delivering efficient and effective services and value for money. |
| Government Agencies | The General Manager recognises the importance of having effective relationships with Government agencies to positively influence the delivery of local priorities. |
| Other external stakeholders | The General Manager plays a key role in building constructive relationships with local and regional networks, joint organisations, cross border councils and other groups to contribute to the achievement of strategic objectives. |

Selection Criteria

1. An appropriate qualification in Finance/Business/Management or related discipline.
2. A Very high level of Financial Management recognition, skill, and ability to identify financial inconsistencies, investment options and budget preparation.
3. Experience in managing a multi-disciplinary team at a senior level in local government and working collaboratively with a diverse range of internal and external stakeholders.
4. Extensive senior leadership experience in a complex service delivery environment, including a proven record in delivering outcomes to meet business, financial and stakeholder objectives.
5. Demonstrated ability to ensure best use of resources (people, finances, and assets) to achieve outcomes for the community.


6. Proven ability to initiate, review and implement economic and social development opportunities which will deliver substantial benefits to the community.
7. Demonstrated understanding of NSW local government, relevant legislation, the Integrated Planning and Reporting Framework, and the challenges facing the local government sector, particularly in rural communities in NSW.
8. Demonstrate a very high level of experience in Local Government Financial management.
9. Demonstrated experience in project management of finances and reporting.
10. Proven experience in working collaboratively to determine the strategic direction of an organisation with a focus on customer, people and performance, and continuous improvement.
11. Demonstrated ability to develop and maintain constructive relationships and partnerships with internal and external stakeholders that contribute to the delivery of organisational goals.
12. Highly advanced communication skills that inspire and deliver information to a broad range of audiences in an engaging and concise manner.
13. Demonstrated experience in utilising strategic management frameworks to guide organisational direction and decision making.
14. Demonstrate employment commitment, experience, and contract completeness.
15. Australian Drivers Licence.



NB: *Demonstrated ability to meet the focus capability requirements of this position as defined in the position capabilities. (Highlighted below in Bold). Please address the nine (9) key focus capabilities below when responding to the essential selection criteria where possible.*



Position Capabilities

The Local Government Capability Framework describes the core knowledge, skills and abilities expressed as behaviours, which set out clear expectations about performance in local government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce. The Local Government Capability Framework is available at <https://www.lgnsw.org.au/capability>

Below is the full list of capabilities and the level required for this position. The capabilities in bold are the focus capabilities for this position. Refer to the next section for further information.

| Capability Group | Capability Name | Level |
|---|--|------------------------|
|  Personal attributes | Manage Self | Highly Advanced |
| | Display Resilience and Adaptability | Highly Advanced |
| | Act with Integrity | Highly Advanced |
| | Demonstrate Accountability | Highly Advanced |
| | Communicate and engage | Highly Advanced |
| | Community and Customer Focus | Highly Advanced |
| | Work Collaboratively | Highly Advanced |

| | | |
|---|---------------------------------|------------------------|
|  | Influence and negotiate | Highly Advanced |
| Relationships | | |
|  | Plan and prioritise | Highly Advanced |
| | Think and Solve Problems | Highly Advanced |
| | Create and innovate | Highly Advanced |
| | Deliver Results | Highly Advanced |
| Results | | |

| Capability Group | Capability Name | Level |
|---|--------------------------------------|------------------------|
|  | Finance | Highly Advanced |
| | Assets and Tools | Advanced |
| | Technology and Information | Advanced |
| | Procurement and Contracts | Advanced |
| Resources | | |
|  | Manage and Develop People | Highly Advanced |
| | Inspire Direction and Purpose | Highly Advanced |
| | Optimise Workforce Contribution | Highly Advanced |
| | Lead and Manage Change | Highly Advanced |
| Workforce Leadership | | |

Focus Capabilities

The focus capabilities for the position are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at satisfactory level for a candidate to be suitable for appointment.

| Group and Capability | Level | Behavioural Indicators |
|---|--------------------|--|
| Personal Attributes Display Resilience and Adaptability | Highly Advanced | <ul style="list-style-type: none"> • Is comfortable with constant change, and able to adjust accordingly • Provides sound rationale for agreed positions while remaining open to valid suggestions for change • Creates a climate which encourages openness and debate around critical issues • Raises critical issues and makes tough decisions • Persists in the face of significant, complex, and novel challenges • Manages own emotions and acts as a stabilising influence in emotionally charged situations |

| Group and Capability | Level | Behavioural Indicators |
|--|-----------------|--|
| Act with Integrity | | <ul style="list-style-type: none"> • Champions and acts as an advocate for the highest standards of ethical and professional behaviour • Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation • Defines, communicates, and evaluates ethical practices, standards and systems and reinforces their use • Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour • Acts promptly and visibly in response to complex ethical and people issues |
| Relationships Community and Customer Focus | Highly Advanced | <ul style="list-style-type: none"> • Creates an organisational culture which embraces high quality customer service • Ensures the management systems, processes and practices drive service delivery outcomes • Ensures that community and customer needs are central to strategic planning processes • Establishes systems to set and monitor service delivery standards in line with customer and community expectations • Ensures council services contribute to social, environmental, and economic sustainability in the community/region |
| Influence and negotiate | | <ul style="list-style-type: none"> • Credibly promotes the organisation's position in the community, region, and sector • Builds and maintains a wide network of professional relationships outside the organisation • Obtains the commitment of key stakeholders to major projects and ensures ongoing communication • Uses understanding of decision-making processes and networks to determine the organisation's bargaining strategy • Uses sound evidence-based arguments supported by expert opinion to influence outcomes • Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution |
| Results Think and Solve Problems | Highly Advanced | <ul style="list-style-type: none"> • Quickly grasps unfamiliar concepts and deals comfortably with complexity • Demonstrates deep knowledge and expertise across numerous subject areas |

| Group and Capability | Level | Behavioural Indicators |
|--|--------------------|---|
| Deliver Results | | <ul style="list-style-type: none"> • Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues • Identifies and evaluates broader impacts of proposed policies and solutions • Makes good decisions based on evidence, observes patterns and evaluation of risks and benefits • Creates a culture of achievement by setting stretch goals and high expectations for self and others • Shares leadership responsibility and decision-making authority, where possible • Drives organisational activity in an environment of ongoing change and uncertainty • Identifies and removes potential hurdles to achievement of sustainable outcomes |
| Resources Finance | Highly Advanced | <ul style="list-style-type: none"> • Sets organisational strategies and plans with reference to key financial indicators • Ensures that strategic decisions are made with appropriate advice from finance professionals • Identifies the most appropriate financing and funding strategies to meet operational and capital needs • Inspires a culture which respects the obligation to manage public monies and other resources responsibly • Establishes effective governance to ensure the ethical and honest use of financial resources • Actively pursues financial risk minimisation strategies, plans and outcomes |
| Workforce Leadership Inspire Direction and Purpose | Highly Advanced | <ul style="list-style-type: none"> • Articulates a shared vision of the organisation's future, described in measurable terms • Champions the organisational vision and strategy, and communicates the way forward • Generates enthusiasm and commitment to goals and cascades understanding throughout the organisation • Communicates the context and parameters surrounding organisational strategies • Celebrates success and high performance and supports regular workplace activities to build a positive culture |
| Workforce Leadership Lead and Manage Change | Highly Advanced | <ul style="list-style-type: none"> • Communicates a compelling case for change and articulates vision, objectives, and benefits for different audiences |

| Group and Capability | Level | Behavioural Indicators |
|----------------------|-------|---|
| | | <ul style="list-style-type: none"> • Analyses the change context to develop the right change approach for the organisation, community, and region • Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment • Ensures organisational structures, systems, processes, and leadership are aligned to support and embed changes • Anticipates, plans for, and addresses cultural barriers to change |

ACKNOWLEDGEMENT

This position description is a broad description of the accountabilities, duties and required capabilities relating to this position. The role and position are dynamic and may evolve and change over time in line with changing strategic and operational requirements.

I have signed below in acknowledgement of reading, understanding, and accepting the contents of this document. I accept that, with consultation, my duties may be modified by Council from time to time as necessary.

Employee's Signature:

Date: