Job Task Analysis Report

LIBRARY LEADERSHIP

VERSION:	**V2 – 16.07.2025**
DEPARTMENT:	**Arts, Events & Libraries**
PREPARED BY:	**Acting Head of Libraries** **Acting Team Leader Library Customer service** **Team Leader Health and Safety** **Health and Safety Support Officer**
WORK SCHEDULE:	**Monday – Friday:** 7am-8pm *flexibility to choose 7.36 hours in the above timeframe. **Saturday & Sunday** 7am-9pm *Work demand dependant. Breaks: 30 minutes
LOCATION/S ANALYSIS UNDERTAKEN:	**Parkdale Library** – 96 Parkers Road, Parkdale**.**

Organisation specified objectives of this analysis	Functional Task Analysis
Task Modifications Available - Physical	Lighter duties Reduced work rate Increased breaks
Task Modifications Available - Cognitive	Ability to work independently Ability to work in teams Remote support
Task Modifications Available - Environmental	Ability to rotate work within facility Ability to change tasks depending on environment
Most prevalent workplace injuries:	Muscular skeletal injuries Repetitive strain injuries Refer to relevant occupational health and safety reports
Most prevalent workplace injury incidents/tasks:	Prolonged sitting Frequent typing/writing
Description and primary purpose of role:	The role of the Team Leader, Customer Services is to provide leadership and direction within Council's Library services on matters relating to customer experience and service. The Team Leader ensures Kingston City Council is achieving 'exceptional Customer Service and high levels of utilisation associated with library activities, materials and facilities. This involves planning, development, and positive team leadership capability. Other functions include provision of high-level advice, involvement in strategic planning, policy/procedure development, resource management, agile project management and effective operational delivery within the library service. The incumbent will operate in a highly collaborative framework, prioritising the establishment and maintenance of strong relationships with internal and external stakeholders – always referencing the customer at the centre. As a key member of the Library and Social Development leadership group, the Team Leader Library Customer Service will work collaboratively with colleagues and contribute to the leadership of the broader department and strategic plan.

ENVIRONMENTAL FACTORS	Description
Temperature	Indoor - Temperature controlled office environment Vehicle – Temperature controlled personal or work vehicle Outdoor – Public space (weather parameters for safely managing work) Combination indoors, vehicles and outside (split 96%/ 2% / 2%)
Noise (e.g could not hear a person talking from 1 metre away/unable to concentrate on task)	Not applicable
Vibration	Not Applicable
Personal Protective Equipment	Not Applicable
Machinery/Tools	Computers, Printers, Copiers
Uneven Terrain	In-floor flip-up electrical boxes, Steps, Curbs/Footpaths
Wet/slippery	Entrances on wet days, Spills within kitchens/toilets

PACE ratings:

Manual Handling Physical Demand Rating Classification Guide:

Physical Demand rating	Tick	Weight/Force Exerted to push or pull items.	Weight Lifted or carried
Sedentary	✓	Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.	>4.5 kg occasionally, 1-3 kilograms frequently to lift or carry objects.
Light		Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.	Exerting 4.5-9 kg occasionally, 3-4.5kilograms frequently to lift or carry objects.
Medium		Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.	>9-15 kg occasionally, 4.5 -11kg frequently to lift or carry objects.
Heavy		Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.	>15-20 kg occasionally, 11-16kg frequently to lift or carry objects.
Very Heavy		Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.	20kg+ occasionally, 16+ kg frequently to lift or carry objects

Cardiovascular Physical Demand Rating Classification Guide:

Physical Demand rating	Tick	Cardiovascular Demand
Sedentary	✓	A role predominantly involving sitting with occasional standing and walking. Low level force and slow movements required occasionally. Heart Rate <40% maximal Heart Rate or 4/10 effort
Light		A role involving frequent standing or walking with occasional bouts of sitting. Physical tasks in this role are light in nature, completed at a slow pace and could be sustained throughout the working day without noticeable increase in breathing rate or levels of exertion. Heart Rate 40-55% maximal Heart Rate or 4-5.5/10 effort
Medium		A role involving frequent to constant walking and standing with occasional bouts of sitting. Some physical tasks in the role are light to moderate in nature, completed at a moderate pace and could not be sustained for periods of greater than 20 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate but is still able to say a sentence before requiring to take a breath. Heart Rate 55-70% maximal Heart Rate or 5.5-7/10 effort
Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are moderate to heavy in nature, completed at a moderate to fast pace and could not be sustained for periods of greater than 10 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will require to take a breath every few words. Heart Rate 70-90% maximal Heart Rate or 7-9/10 effort
Very Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are heavy in nature, completed at a fast pace and could not be sustained for periods of greater than 5 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will be puffing and panting. The heavy work may be interspersed with short periods of rest. Heart Rate >70% maximal Heart Rate or 9+/10 effort

HEALTH MONITORING CONSIDERATIONS

CRITERIA	YES / NO
Exposure to hazardous noise	**NO**
Exposure to manual handling as part of normal activities	**YES**
Exposure to hazardous chemicals	**NO**
Exposure to hazardous manual handling	**NO**
Exposure to hazardous waste	**NO**

HAZARDOUS MANUAL HANDLING

MANUAL HANDLING TASKS ARE ASSESSED IN ACCORDANCE WITH THE WORKSAFE VICTORIA COMPLIANCE CODE: HAZARDOUS MANUAL HANDLING. USE THIS CHECKLIST TO IDENTIFY IF A MANUAL HANDLING TASK IS CONSIDERED AS HAZARDOUS. IF ANY BOXES ARE SELECTED, THE TASK INVOLVES HAZARDOUS MANUAL HANDLING.

Work/Task	Repetitive or sustained application of force	Sustained awkward posture	Repetitive movement	Application of high force	Exposure to sustained vibration	Handling of live people or animals	Unstable or unbalanced loads or loads that are difficult to grasp or hold	Does the task involve hazardous manual handling?	For known risks are suitable control measures available now?	If yes, provide details
Stationary delivery								No		
Laptop								No		

PHYSICAL DEMAND MATRIX

POSITION ASSESSED: Library Leadership

KEY: R: Rarely **O:** Occasionally 1-33% or <2.5hrs/shift **F:** Frequently 33-66% or >2.5-5 hrs/shift **C:** Constant 67-100% or >5-8 hours of shift **OH:** Occasional High Frequency (Posture/Movement repeated/held for 3 + minutes at a time)

SUSTAINED POSTURES AND MOBILITY REQUIREMENTS

Posture required	R	O	F	C	OH	Typical Maximal Holding Time	Typical Holding Time
Standing		X				5 minutes	1-3 minutes
Sitting				X		2 hours	60 minutes
Walking		X				5 minutes	1-3 minutes
Reaching Overhead		X				60 seconds	1-5 seconds
Reaching forward		X				60 seconds	1-5 seconds
Reaching Shoulder height		X				60 seconds	1-5 seconds
Computer based work				X		2 hours	60 minutes
Climbing Stairs		X				30 seconds	30 seconds
Twisting				X		2 hours	60 minutes
Turning				X		2 hours	60 minutes
Looking up/Down				X		2 hours	60 minutes
Writing/Typing/				X		2 hours	60 minutes
Pushing & pulling		X				5 minutes	10-60 seconds

MANUAL HANDLING DEMANDS

Force Exerted	Description
Sedentary	Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.
Light	Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.
Medium	Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.
Heavy	Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.
Very Heavy	Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.

Physical Demands	Metrics (Tasks)	R	O	F	C	OH	Typical Distance (m)	Maximal Weight / Load (kg)	Typical Load (kg)	Typical reps/hr
Lift floor to waist:	Taking deliveries	X						5kg	2kg	
Lift below the knee to waist:	Taking deliveries	X						5kg	2kg	
Lift waist to shoulder:	Putting supplies away	X						2kg	1kg	
Lift waist to overhead:	Putting supplies away	X						2kg	1kg	
Carry bilateral (two arms):	Laptop Chairs	X						5kg	1-2kg	
Unilateral carry (one arm):	Laptop Chairs	X						5kg	1-2kg	
Push load:	Chairs Tables Trolley	X						10kg	1-5kg	
Pull load:	Chairs Tables Trolley	X						10kg	1-5kg	
Grasping	Writing Typing Utilising phone				X					
Pinching	Writing Typing				X					
Fine finger/ Hand coordination	Writing Typing Utilising phone				X					

PSYCHOSOCIAL MATRIX

KEY: R: Rarely <1% **O:** Occasionally (1-33% or <2.5hour per shift) **F:** Frequently (33-66% or >2.5-5 hours per shift) **C:** Constant (67-100% or >5-8 hours per shift) **OH:** Occasionally high frequency (repeated for 3+ minutes at a time

	Attribute	Explanation	Frequency Experienced during typical day	General examples Please provide 2-3 examples to provide context
PERSONAL	**Decision making/ reasoning**	Making good and timely decisions that keep the department moving forward - Makes sound decisions, even in the absence of complete information - Relies on a mixture of analysis, experience, and judgement when making decisions - Considers relevant factors and uses appropriate decision-making criteria and principles - Recognises when and reasonable solution will suffice in a timely matter	Constant	- Prioritising service needs - Providing advice on matters to colleagues or other services - Judgement about service interventions - Making decisions on budget expenditure - Logically and consistently troubleshooting problems - Understanding and considering the significance and impact of decisions on individuals and the organisation
	Rule following	Follows policies and procedures in place to ensure business operations are consistent	Constant	- Following safety and service procedures and standards - Awareness of and following corporate requirements - Interpret and apply organisational standards to ensure fair and equitable outcomes - Modelling behaviours that reflect the organisational and industry standards and expectations - Determine the rules and guidance that set the service standards for library operations
	Literacy skills	An ability to understand written information, to evaluate arguments about this information and formulate necessary written or verbal response.	Constant	- Identify individual communication needs and adapt style to provide accurate and timely information and direction - Read and understand written information in English - Comprehension and understanding of different communication styles (formal, informal, English second language) - Reading and interpreting written information in different forms (books, handouts, online) - Writing policies, procedures, guidelines for staff - Writing reports and letters for library members and external stakeholders
	Numeracy skills	The ability to understand numerical information as well as the ability to make logical conclusions	Constant	- Determining volume, weights and weight limits - Counting items and people - Analyse and interpret statistical information to make decision - Referencing and calculating time and dates - Developing and analysing expenditure for budgets - Ensuring accuracy of employee conditions, remuneration and payroll data.
	Technical literacy	Anticipating and adopting innovations in department-building digital and technology applications - Anticipates the impact of emerging technologies and makes adjustments - Readily learns and adopts new technologies	Constant	- Researches, procures, and implements new technologies, software, systems, operating procedures - Confidence to approach and embrace different types of technology - Interact with organisational systems for management of team members - Manage library operational systems and technologies - Self identifies learning needs of systems and technologies - Share technical skills and abilities with team members and other stakeholders
	Coping with pressure and setbacks	Works productively in a high-pressure environment - Responds reasonably to difficulty situations - Balances the demands of work life and personal life - Handles criticism well and learns from it	Frequently	- Managing and leading difficult situations in library service - Delivering on work expectations and timelines in an ever-changing environment - Managing conflict and feedback from patrons, staff, and the organisation - Forward planning and applying workflow to manage service delivery

PERSONAL	**Manages complexity**	Making sense of complex, varied quantity, and sometimes contradictory information to effectively solve problems - Asks questions to accurately analyse situations - Acquires data from multiple and diverse sources when solving problems - Uncovers root causes to problems Evaluates pros and cons, risks, and benefits of different solution	Constant	- Research data, analyse and makes decisions on operational requirements. - Understanding and managing competing priorities and expectations - Balancing customer, staff and organisational expectations and needs with the library's ability to deliver services - Assessing and immediately responding to normal and abnormal situations
	Manages ambiguity	Operating effectively, even when things are not certain or the way forward is not clear - Deals comfortably with the uncertainty of change - Effectively handles risk - Can decide and act without the total picture - Is calm and productive, even when things are up in the air Deals constructively with problems that do not have clear solutions or outcomes	Constant	- Constructively resolves with problems that do not have clear solutions or outcomes - Constructively resolves with unclear customer, staff and management requests in a timely manner - Proactively seeks clarity and understanding from all levels of the service - Recognising, accepting, and adapting to the ever-changing needs and services
	Ability to work in isolation	Comfortable working in isolation for prolonged periods of time without the company of others - Persists in accomplishing objectives despite obstacles and setbacks Self-led to achieve results	Occasionally	- Required to stay self-motivation and work without direct supervision. - Autonomously researches and identifies activities and tasks - Sets the operational plan - Ability to work flexibly
	Emotional stability	Stay composed and forward thinking when faced with challenging situations	Occasionally	- Acts as the point of escalation to resolve internal and external customer requests / upset members of the public (in-person, via phone, via email) - Responsible for connecting individuals experiencing challenging personal circumstances (staff, public) to appropriate services - Required to process highly sensitive and potentially triggering information provided from or about individuals and their circumstances - Engaging and negotiating with external stakeholders in challenging circumstances to influence an outcome - Make decisions set parameters in the best interests of the community/service, potentially at the expense of one individual or small group - Demonstrating neutrality and balance in complex situations
	Concentration	Has the ability to maintain a broad, receptive attention to a variety of demands.	Constant	- Monitor the safety and security of staff and/or clients - Analyse data and information - Operating equipment - Driving a vehicle - Following checklists and procedures - Organise, facilitate, and deliver group sessions and programs - Actively monitor and supervise staff daily - Develop detailed work programs including budgets, rosters, timesheets and reports - Manage workload based on interruptions and service outages - Project management - Methodical application of troubleshooting principles
	Persistence	The ability to accept obstacles, discouragement, distraction, or stressful situations - Stay committed when faced with adversity Persevere in pursuit of short and/or long-term goals	Frequently	- Persevere in pursuit of short and/or long-term goals or objectives - The ability to work through obstacles, discouragement, distraction, or stressful situations - Managing unpredictable individuals, groups, technology, and systems - Managing and supervising staff with different circumstances and personalities

	Nimble learning	Actively learning through experimentation and when tackling new problems by using both successes and failures. - Learns when facing new situations - Experiments to find new solutions - Takes on the challenge of unfamiliar tasks Extracts lessons learnt from failures ad mistakes	Constant	- Ability to problem solve and work towards a solution - Research and analyse for direction and understanding - Finding a solution through unclear direction and parameters - Ability to learn from past experiences, failures and mistakes, and adopt new strategies - Learning to cater for evolving patron and staff needs - Researching and trialing new library collections (books, magazines, apps, software, promotions, activities) and analysing for implementation - Adapt to evolving organisational policies, procedures, strategies and standards - Engaging with peak bodies to identify emerging products, technologies and ways of working - Implement change management practices to ensure the team develop and implement nimble learning practices - Facilitate train the trainer and mentoring programs
	Ability to follow and complete instructions given	Appropriately follows instructions from others without unnecessarily challenging authority - Follows procedures and policies - Keeps to schedule - Arrives punctually for work and meetings Complies with legal obligations and safety requirements of the role	Constant	- Follows organisational procedures and policies - Arrives punctually for work and meetings - Complies with legal obligations and safety requirements of the role - Follows reasonable directions set by the organisation - Seeks clarity on and interprets unclear instructions
	Short term focus and/or attention to detail	The ability to document key pieces of information that are frequently relied upon to perform workplace tasks - The ability to transfer information from one source to another and apply it - The ability to focus on a priority task with distractions present Able to quickly decipher the importance of number of tasks and prioritise accordingly	Frequent	- Prioritising tasks and activities with a service perspective - Accurately writing and explaining instructions and procedure - Developing accurate information for the public and staff in written and digital forms. - Developing detailed work programs including budgets, rosters, timesheets and reports - Accurately collating and preparing data for internal and external reporting requirements - Accurately and comprehensively undertaking organisational systems and processes
	Autonomy	The ability to follow your own approach and while making informed, uncoerced decisions and remain motivated when working autonomously	Frequent	- Self determination to set service standards and strategic objectives for the business unit - Managing team members, setting expectations, and measuring performance - Independently manage the development and maintenance of the policies and procedure of the service - Manage own portfolio and make key decision relevant to that portfolio
	Ability to work with colleagues/ team	Building partnerships and working collaboratively with others to meet shared objectives - Works cooperatively with others across the organisation to achieve shared objectives - Represents own views while being respectful to others - Partners with others to get work done - Credits others for their contributions and accomplishments Gains trust and support of others	Constant	- Ability to influence team members to achieve desired outcomes - Ability to be an influential stakeholder for internal and external projects for the benefited outcomes of the service - Ability to negotiate with suppliers and service providers - Ability to adopt a leadership approach and receive and provide feedback to colleagues and team members - Ability to be dynamic and participate as a team member to collaborate and consensus build. - Ability to work face-to-face with colleagues as required - Coordinating and supporting external contractors, suppliers, event organisers and speakers - Working with at least one other person in the library/building - Interaction with colleagues is face-to-face, phone, email, messaging - Directly manage, coach and support teams (face-to-face, email and phone) - Facilitate training and workshops (up to 100 people)

SOCIAL	**Ability to work with consumers**	Anticipating and balancing the needs of multiple customers/stakeholders/clients - Understands internal and external customers/ stakeholders/client requirements, expectations, and needs - Considers the interests of multiple customers/ stakeholders/clients - Considers cultural and ethical factors relevant to the situation Acts reasonably despite conflicting demands of customers/stakeholders/clients	Frequent	- Working with the community from all demographics (eg: different ages, cultures, abilities) - Work with target community groups (eg: different ages, cultures, abilities, CALD, Indigenous, and First Nations and LBGTQI+, people with accessible needs and older adults) to develop programs that meet their needs - Interacts with patrons one-on-one up to small groups of 10-15 patrons - Supporting occasional group activities/events up to 100 patrons - Assist patron with requests and enquiries to access and use library services, materials and resources - Ability to manage large scale events - Resolving complex enquiries and complaints from members of the public - Engage and consult (face to face and online) with members of the public about library services
	Productivity demands	Understanding the effective and efficient processes to get things done, with a focus on continuous improvement - Identifies and follows the processes necessary to get work done - Organises and prioritises activities into efficient workflow Seeks ways to improve processes	Constant	- Managing and communicating the expectations and processes for the library service to remain operational. - Resolving unpredictable operational circumstances and event - Providing timely and responsive direction and instruction to teams and services. - Effectively managing the lifecycle of staff + operations
	Resilience/ ability to manage stress	Rebounding from setbacks and adversity when facing difficult situations - Manages pressure - Handles and manages issues effectively - Remain productive despite adversity Learns from workplace challenges	Constant	- Resolves challenging that result from unpredictable service demands - Working with inefficient, incomplete and/or faulty resources, systems, and process - Managing staff and customer expectations and needs with Council's ability to deliver services - Managing organisational expectations and requirements - Managing competing service and work priorities - Ability to self-monitor and seek support as required - Ensuring business continuity at all levels of operations - Directly manage, coach and support staff in complex situations
	Ability to manage conflict	Handling conflict situations effectively - Works with all parties to reach an agreement and settles disputes equitably Integrates diverse views and finds common ground and/or acceptable alternatives	Occasionally	- Actively engage and take personal responsibility for managing conflict resolution - Coach, train and facilitate the resolution of escalated and complex concerns / complaints - Supporting vulnerable members of the team and community - Managing and supervising staff with different circumstances and personalities
	Situational adaptability	Adapting approach and demeanor in real time to match demands of different situations - Readily adapts personal and interpersonal behaviours - Understands that different situations may call for different approaches Can act differently depending on the circumstances	Constant	- Readily adjust personal behaviour to different audiences, situations, and stakeholders - Maintaining constant awareness of library operations - Adopting a creative mindset to pivot and explore difficult avenues to solve problems - Ability to embrace an ever-changing service need - Positively embrace additional and changing tasks and expectations at short notice