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**POSITION LIST**

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Aon.Exe.10000.8 [Chief Executive Officer](#)  
Aon.Exe.10001.7 [Chief Operating Officer \(COO\)](#)  
Aon.Exe.10002.7 [General Manager \(Multi-Function\)](#)  
Aon.Exe.10003.7 [General Manager \(Single-Function\)](#)  
Aon.Exe.10004.7 [Sales & Marketing Director](#)  
Aon.Exe.15000.7 [Sales Director](#)  
Aon.Exe.35000.7 [Customer Support/Service Director](#)  
Aon.Exe.20000.7 [Marketing Director](#)  
Aon.Exe.20001.7 [Corporate Affairs Director](#)  
Aon.Exe.15001.7 [Business Development Director](#)  
Aon.Exe.30000.7 [Finance Director/Chief Financial Officer](#)  
Aon.Exe.31000.7 [Finance & Administration Manager](#)  
Aon.Exe.25000.7 [Chief Legal Counsel](#)  
Aon.Exe.25001.7 [Company Secretary](#)  
Aon.Exe.50000.7 [Human Resources Director](#)  
Aon.Exe.55000.7 [Research & Development Director](#)  
Aon.Exe.60000.7 [Manufacturing Director](#)  
Aon.Exe.45000.7 [Chief Information Officer \(CIO\)](#)  
Aon.Exe.65000.7 [Logistics Director](#)  
Aon.Exe.10005.7 [Head of Corporate Strategy](#)  
Aon.Exe.30001.7 [Chief Investment Officer](#)  
Aon.Exe.70000.6 [Purchasing/Procurement Director](#)

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**POSITION DESCRIPTION**

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**Position Title:** Chief Executive Officer  
**Position Code:** Aon.EXE.10000.8

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**Responsible for**

Achieving corporate objectives and effectively managing a company or a group of companies. Ensuring that agreed strategies are implemented. Accountable under the Corporations Act for the statutory compliance of all business activities of the company.

**Reports To**

Board of Directors (and Shareholders) or overseas principals.

**Supervises**

Directors, divisional and functional managers.

**Main Activities**

- Submitting business forecasts and budgets for the consideration of the Board and recommending major policy changes and developments.
- Monitoring and directing overall operations to achieve revenue and expense budgets and the satisfactory performance of the various profit centres across the organisation.
- Directing the preparation, communication, and execution of operating objectives, plans and programs.
- Negotiating major deals and financial arrangements, loan terms etc.
- Directing and motivating the executive team in the achievement of agreed goals and standards.
- Acting as the chief spokesperson for the organisation.

**Key Skills**

- Sound leadership skills and a proven record of successful staff management. Must be an effective manager by exception.

**Internal Contacts**

Functional and divisional managers, and all subordinate staff. Fellow directors on board/policy making management team

**External Contacts**

Industry associations, company bankers, other financial institutions both local and overseas, Federal and State Government officials, major customers/clients, shareholders, major suppliers, legal firms, and the media.

**Typical Experience**

Over 15 years general experience in all aspects of management at a senior level including functional areas such as Administration, HR, Marketing and Finance and coordination of multi-functional activities. Tertiary qualifications and management training.

**Other Comments**

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**POSITION DESCRIPTION**

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**Position Title:** Chief Operating Officer (COO)

**Position Code:** Aon.EXE.10001.7

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**Responsible for**

Directing and managing all operational activities of the organisation and ensuring the implementation of overall organisational strategy.

**Reports To**

Chief Executive Officer/Managing Director.

**Supervises**

All operational managers/general managers and staff working within the operational functions of the organisation.

**Main Activities**

- Providing strategic direction, leading, managing and directing all operational activities of the organisation.
- Accountability for the overall profitability of the operational activities of the organisation.
- Ensuring all corporate and business unit strategies and plans are aligned, reviewed and successfully implemented - taking remedial action where necessary.
- Building relationships between the operations and support divisions and ensuring the business units receive adequate operational support.
- Providing support and assistance to the CEO on corporate and group issues where required.
- Communicating with the CEO to ensure he/she remains fully informed of all significant operating issues.
- Acting, as required or in the absence of the CEO, as the chief spokesperson for the organisation.
- Directing and motivating subordinate managers to achieve agreed targets.
- Managing and motivating all divisional employees.

**Key Skills**

- Proven management experience at a senior level.
- Financial management/reporting and analysis skills.
- Strategic planning and resource management skills.
- Strong leadership and motivational ability.

**Internal Contacts**

Functional and divisional managers and all subordinate staff, Board of Directors, other members of the Executive and Senior Management teams, corporate support functions, all levels of employees.

**External Contacts**

Major suppliers and clients/customers, Government departments and authorities, legal advisers, auditors, and the media (where necessary).

**Typical Experience**

At least 10 - 12 years relevant management and operational experience coupled with tertiary level qualifications.

**Other Comments**

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**POSITION DESCRIPTION**

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**Position Title:** General Manager (Multi-Function)**Position Code:** Aon.EXE.10002.7

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**Responsible for**

Managing a variety of divergent functional activities or branches operating separately as autonomous profit centres under policy control. People performing this role have multiple functional responsibilities and are responsible for implementing strategy within these particular areas of responsibility.

**Reports To**

Chief Executive Officer/Managing Director or Chief Operating Officer.

**Supervises**

Those managers and staff working within the functional areas/branches.

**Main Activities**

- Participating as a member of the senior management/strategic team formulating company policy and approving major management changes.
- Accountability for the overall financial performance of the multiple functions/branches and the achievement of associated revenue and expense budgets.
- Ensuring that the functions/branches comply with senior management directives and statutory regulations.
- Directing and motivating subordinate managers to achieve agreed targets.
- Managing and motivating all divisional personnel.
- Participating in the negotiation of major sales deals within broad policy guidelines - as required.
- Acting as the chief spokesperson for the organisation in relation to the multi functions/branches or responsibility - as required.

**Key Skills**

- Has sound administrative skills and a proven record of successful staff management.
- Proven management experience at a senior level; must be an effective manager by exception.
- Strong leadership and motivational ability.

**Internal Contacts**

Sales and marketing staff, customer service and product development staff, accounts and administration staff.

**External Contacts**

Major suppliers, clients/customers, industry associations.

**Typical Experience**

At least 12 - 15 years experience in all aspects of operation coupled with tertiary level qualifications related to the industry. Formal management training desirable.

**Other Comments**

If a person has responsibility for ALL operational activities of the organisation, please match them to position code Aon.EXE.10001.7 - Chief Operating Officer. Alternative Titles: General Manager - Subsidiary Operations, Head of a Major Profit Centre.

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**POSITION DESCRIPTION**

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**Position Title:** General Manager (Single-Function)  
**Position Code:** Aon.EXE.10003.7

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**Responsible for**

Managing a variety of divergent activities within a particular organisational function or single branch. May be physically isolated from Head Office and/or operate as an autonomous profit centre.

**Reports To**

Chief Executive Officer/Managing Director of Chief Operating Officer.

**Supervises**

Those managers and staff working within the functional area.

**Main Activities**

- Coordinating and participating in the compilation of budgets and forecasts, and presenting them to higher management for approval.
- Working to achieve revenue and to operate within agreed expense budgets, with accountability for the overall financial performance of the functional area.
- Managing various operations within a division within the policies and guidelines established by executive management.
- Participating as a member of the senior management team.
- Managing and motivating all divisional personnel.
- Participating in the negotiation of major sales deals within broad policy guidelines - if required.

**Key Skills**

- Sound administrative skills and a proven record of successful staff management.
- Proven management experience at a senior level; must be an effective manager by exception.
- Strong leadership and motivational ability.

**Internal Contacts**

Sales and marketing staff, customer service and product development staff, accounts and administration staff.

**External Contacts**

Major suppliers and clients/customers, industry associations.

**Typical Experience**

At least 10 - 12 years experience relevant to the particular area of responsibility coupled with tertiary level qualifications related to the industry. Formal management training desirable.

**Other Comments**

Regional General Manager; may also be called a "Line of Business" Manager.

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**POSITION DESCRIPTION**

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**Position Title:** Sales & Marketing Director  
**Position Code:** Aon.EXE.10004.7

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**Responsible for**

Establishing and controlling national sales and marketing strategies to achieve market share, and sales and profit targets.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

A national sales force and a specialist marketing team.

**Main Activities**

- Formulating national sales and marketing policies thereby making major contributions to organisational :
- Revenue
- Profit projections
- Short and long term plans
- Implementing and monitoring the progress of marketing plans and advertising campaigns.
- Monitoring sales performance and selling expenses and initiating corrective action where necessary.
- Negotiating major deals and maintaining key customer contacts at senior levels.
- Coordinating market research and market intelligence data.
- Determining pricing and volume discount policies.

**Key Skills**

- Professional marketing skills. Detailed knowledge of technological developments and trends. The role requires strong motivational and persuasive skills, coupled with good planning and administrative abilities. Negotiating skills are also important.

**Internal Contacts**

Sales and marketing executives and specialists, state or branch managers, finance and accounting, systems and software development.

**External Contacts**

Major customers, the media, market research firms, public relations firms, distributors Federal and State Government officials.

**Typical Experience**

At least 15 years of related sales/marketing experience. Typically has tertiary qualifications.

**Other Comments**

The role combines professional marketing skills and sales management skills on a national level.

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**POSITION DESCRIPTION**

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**Position Title:** Sales Director  
**Position Code:** Aon.EXE.15000.7

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**Responsible for**

Establishing and controlling the national sales strategy and sales force to achieve revenue and expense targets.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

A national sales force, including state or area sales managers, product specialists and sales representatives.

**Main Activities**

- Negotiating major deals and maintaining key customer contacts at senior levels.
- Working with other relevant managers to develop national sales strategy.
- Monitoring sales and expense performance, and initiating corrective action where necessary.
- Developing budget, and regularly reporting actual performance to budget, with variance analyses and revised projections.
- Coordinating the gathering of market intelligence covering competitors' products and sales strategies.
- Monitoring and reporting on the performance of dealers and distribution channels.
- Recruiting, training and motivating sales staff.

**Key Skills**

- Motivational and persuasive skills are very important, as are product knowledge, planning and administration, and an ability to negotiate complex sales at senior levels.
- Budgetary formulation and control abilities.

**Internal Contacts**

Marketing executives and specialists, state or branch managers/sales managers, credit, finance and human resources managers and legal officer.

**External Contacts**

Major customers, advertising agencies and public relations firms, distributors, State and Federal Government officials.

**Typical Experience**

At least 12 years related sales/marketing experience. May have tertiary qualifications in technical/business areas.

**Other Comments**

The role is primarily managerial, requiring a sound sales background.

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**POSITION DESCRIPTION**

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**Position Title:** Customer Support/Service Director  
**Position Code:** Aon.EXE.35000.7

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**Responsible for**

Controlling customer support activities nationally, to achieve customer service and budget objectives.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

Support managers, account managers and product/customer support specialists.

**Main Activities**

- Establishing national plans and strategies for developing cost effective client support.
- Coordinating post sales support on a national basis.
- Organising and monitoring the performance of support operations and project installation services on a national basis.
- Establishing and controlling stocks of parts and service equipment.
- Preparing and updating national customer service budgets, and regularly reporting on performance against targets.
- Preparing support budgets and projections.
- Recruiting and training product specialists.
- Liaising with manufacturing/R&D in design support, product improvements and design changes.
- Ensuring profitability of service and controlling costs.

**Key Skills**

- A strong technical background and detailed product knowledge combined with good organisational abilities. Top level skills in customer liaison and handling of product application.

**Internal Contacts**

State or regional sales and marketing management, operations and logistics managers, manufacturing/R&D.

**External Contacts**

Customers at all levels, prospects, distributors, parts suppliers, and sub-contractors.

**Typical Experience**

A least 12 years of experience in customer service and extensive technical training and product servicing experience.

**Other Comments**

The role has important client liaison elements, based on technical appreciation of the customer's requirements and problems.

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**POSITION DESCRIPTION**

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**Position Title:** Marketing Director

**Position Code:** Aon.EXE.20000.7

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**Responsible for**

Establishing and controlling the national marketing strategy to achieve market share and profitability goals.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

A specialist marketing team, including product managers, market research officers and product promotions staff.

**Main Activities**

- Developing plans to achieve revenue and profit margin projections.
- Formulating national marketing policies and strategies based on market intelligence and research projections.
- Implementing and monitoring the progress of marketing plans and advertising campaigns.
- Preparing and updating national marketing budgets, regularly reporting on performance against target and providing variance analyses and revised projections.
- Determining pricing and volume discount policies.
- Coordinating market research and market intelligence data.
- Liaising with other divisions/departments.

**Key Skills**

- Professional marketing skills are essential. The role also needs strong communicative skills and the ability to interpret and maximise the use of sophisticated market research data.

**Internal Contacts**

National sales management, finance and accounting, company secretarial/legal, systems and software development.

**External Contacts**

Advertising agencies, the media, public relations firms, market research firms, Federal and State Government officials.

**Typical Experience**

At least 12 years of marketing and product management experience. Typically has tertiary qualifications.

**Other Comments**

The role has significant elements of market strategy and positioning.

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**POSITION DESCRIPTION**

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**Position Title:** Corporate Affairs Director  
**Position Code:** Aon.EXE.20001.7

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**Responsible for**

Managing and protecting the organisation's reputation through effective public, community, and media relations, internal corporate communications and other communications activities including oversight of any online initiatives. Providing leadership and direction in responding to specific crises and issues that could impact the stakeholder perception.

**Reports To**

Chief Executive Officer/ Managing Director

**Supervises**

May supervise a corporate affairs team.

**Main Activities**

- Developing and delivering the communications strategy supporting the overall business objectives as well as on communications matters in regards to transactions, products, and deals.
- Developing strategic organisational reactions to critical situations in the market place.
- Managing any investor relations including building networks with Australian and international press, preparation of market announcements, press releases and other promotional media, production of investment information, website content and online presence, representation at investor road shows, conferences and other corporate and investor relations related events and liaising with external investor or public relations consultants.
- Providing other executives of the organisation with coaching and guidance on managing and presenting to the media.

**Key Skills**

- Confident and engaging communicator.
- Strong coaching skills.
- Ability to interpret complex situations that may impact the organisations reputation.
- Strong written skills across different media.

**Internal Contacts**

Executive team and top tier managers.

**External Contacts**

Media, legal advisors, marketing firms.

**Typical Experience**

At least 12 years of related experience. Typically has tertiary qualifications.

**Other Comments**

This role may also be equivalent to an Investor Relations Director in some organisations.

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**POSITION DESCRIPTION**

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**Position Title:** Business Development Director  
**Position Code:** Aon.EXE.15001.7

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**Responsible for**

Overall responsibility for the development and management of new business opportunities, achieving profitability and capital management goals.

**Reports To**

Chief Executive Officer.

**Supervises**

Business development division staff.

**Main Activities**

- Evaluating market entry opportunities for the organisation, preparing business cases, financial models and plans to be presented to the senior management team for discussion and vetting.
- Reporting on cash flow, profitability and investment return on a consolidated and project basis.
- Determining the overall direction of new business opportunities, creating 'virtual teams' across departments or organisations, ensuring that projects fall within the strategic direction of the organisation and balancing short and long term goals.
- Developing deal-making processes and documentation to enable high speed closure of new deals in a consistently high-quality manner. These procedures should also cover life cycle management (e.g. joint marketing/PR/measurement metrics).
- Ensuring business relationships comply with all regulatory and legal requirements.

**Key Skills**

- Strong knowledge of relevant industry products and services.
- General managerial skills.
- High level interpersonal, negotiation and relationship building skills.
- Managing complex projects involving external partners.
- Keen commercial and financial awareness.

**Internal Contacts**

Senior management team, sales, marketing, regulatory affairs, legal, finance, research & development.

**External Contacts**

Potential business partners, industry bodies, external service providers.

**Typical Experience**

At least 12 years business development, sales and marketing experience coupled with relevant tertiary qualifications. In emerging industries total experience may be less but industry knowledge will be very strong.

**Other Comments**

In smaller or start-up organisations the focus of this role may be more on partnering and alliances, whereas in larger companies the job may involve more coordination of resources from various operating divisions.

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**POSITION DESCRIPTION**

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**Position Title:** Finance Director/Chief Financial Officer  
**Position Code:** Aon.EXE.30000.7

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**Responsible for**

Establishing and controlling the financial systems and administrative services of the company, and providing financial information to Chief Executive and Directors.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

Finance, Accounting, and Administration staff.

**Main Activities**

- Directing the establishment of financial/accounting principles, procedures and practices in line with legal and corporate requirements.
- Ensuring accurate and timely financial reports and forecasts for the whole organisation so as to provide a clear insight into its financial condition.
- Advising on the financial implications of management decisions and establishing the financial soundness of proposed acquisitions and divestment of assets or businesses.
- Ensuring that the profits of the organisation are protected through the establishment of effective financial controls; implementing and maintaining appropriate management accounting and reporting systems, budgetary controls and expenditure procedures.
- Implementing policies to ensure the security of funds and assets, guiding the lodgement of tax and other returns to comply with all statutory requirements, and administering insurance cover and claims.

**Key Skills**

- Requires formal qualifications (AASA/ACA) and considerable practical experience in financial planning, reporting and control.
- Sound knowledge of international exchange transactions and import/export activities. The ability to organise and control major accounting systems is also required.

**Internal Contacts**

Functional management, company secretary, internal audit, IT Manager.

**External Contacts**

Financial institutions, major customers & suppliers, external auditors, investment advisers.

**Typical Experience**

At least 15 years practical experience in addition to tertiary qualifications.

**Other Comments**

The role administers and directs to meet statutory and corporate reporting requirements.

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**POSITION DESCRIPTION**

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**Position Title:** Finance & Administration Manager  
**Position Code:** Aon.EXE.31000.7

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**Responsible for**

Establishing and controlling the corporate financial systems and administrative services of the company on a corporate basis.

**Reports To**

Chief Executive/Managing Director

**Supervises**

Finance, Accounting, and Administration staff, normally including Chief Accountant, Financial Accountant, Administration Manager.

**Main Activities**

- Providing accurate and timely financial reports and forecasts and general accounting and administrative services.
- Ensuring effective costing and contribution analysis.
- Implementing policies to ensure the security of funds and assets.
- Guiding the lodgement of tax and other returns in compliance with all statutory requirements.
- Ensuring accuracy and control in inter-company accounting.
- Administering insurance cover and claims and may also be responsible for quality, payroll and training areas.

**Key Skills**

- Requires formal qualifications and considerable practical experience in financial planning, reporting and control.
- Sound knowledge of international exchange transactions and import/export activities.
- Needs the ability to organise, and control national accounting systems.

**Internal Contacts**

Functional management, Company Secretary/Legal Officer, Internal Auditors, Data Processing Manager, and Organisation and Methods Manager.

**External Contacts**

Financial institutions, major customers and suppliers, external auditors, investment advisers, government officials.

**Typical Experience**

At least 8 - 12 years practical experience in addition to professional qualifications. May also have a commerce degree.

**Other Comments**

The role requires administration and direction in strict accordance with statutory and corporate reporting requirements. The detail is largely delegated. Alternative Title: Chief Financial Officer (CFO)

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**POSITION DESCRIPTION**

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**Position Title:** Chief Legal Counsel  
**Position Code:** Aon.EXE.25000.7

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**Responsible for**

Advising senior management on their individual and corporate legal obligations and rights so as to protect the company's interests.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

Legal officers.

**Main Activities**

- Ensuring that all legislation affecting the organisation is researched, and that comments are passed on to relevant managers.
- Ensuring senior managers and the board of directors are informed about new or proposed legislation which may affect the organisation's activities.
- May appear in court to represent the organisation or brief counsel on legal matters, ensuring that the organisation is effectively represented in any legal action in which it is involved.
- Acting on behalf of the organisation in major property conveyancing transactions
- Preparing and authorising security documents in major loans.
- Advising staff on relevant procedures in non-routine security
- Liaising with Government officials on matters which affect the organisation's present and future activities.
- Controlling all the organisation's share transactions.
- Ensuring that the company operates fully within the law at all times, but with special reference to its methods of business, its contractual relations, and its process of negotiation.

**Key Skills**

- Excellent communications skills.
- Ability to interpret legal requirements which apply to relevant business operations.
- General managerial experience.

**Internal Contacts**

Regulatory affairs manager, all divisional and functional managers.

**External Contacts**

External solicitors and appraisers, corporate affairs department.

**Typical Experience**

A legal degree and registered as a solicitor with at least 8 to 10 years experience in legal aspects.

**Other Comments**

Chief Manager - Legal Affairs or Group Counsel

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**POSITION DESCRIPTION**

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**Position Title:** Company Secretary**Position Code:** Aon.EXE.25001.7

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**Responsible for**

Ensuring that the Company meets its statutory and legal obligations under the relevant legislation with special reference to its corporate activities, including subsidiary operations.

**Reports To**

General Manager, Chief Executive Officer.

**Supervises**

May supervise clerical staff.

**Main Activities**

- Preparing and arranging all Board meetings and undertaking various activities related to these meetings - ensuring compliance with all legal, statutory and corporate affairs requirements and providing specialist advice to the Board.
- Facilitating ongoing communication between the organisation and external Board members.
- Providing legal advice to management on a wide range of corporate and employment relations issues.
- Ensuring compliance and reporting requirements to statutory and third parties are accurately and timely fulfilled.
- Reviewing, summarising and advising management on corporate documentation prior to sealing.
- Controlling the Executive Share Plan, maintaining the Organisation's Share Register and controlling corporate records.
- Assisting with the year end accounting process and the preparation of the organisation's annual report.
- Ensuring that Board administration is effectively performed.
- Participating in special projects and assignments of strategic importance to the organisation.

**Key Skills**

- Good working knowledge of relevant legislation.
- Excellent communication skills.
- Excellent negotiation and dispute resolution skills.

**Internal Contacts**

All Divisional Managers, Legal Staff.

**External Contacts**

Shareholders, External Directors, Solicitors and other Legal Advisors.

**Typical Experience**

At least 5 years experience as a lawyer within commercial/corporate law. Degree qualified in law, economics and/or accounting together with membership of the Australian Institute of Chartered Secretaries.

**Other Comments**

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**POSITION DESCRIPTION**

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**Position Title:** Human Resources Director

**Position Code:** Aon.EXE.50000.7

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**Responsible for**

Ensuring the most effective utilisation of the organisation's staff resources.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

Divisional head for each function e.g. recruitment, remuneration, training and development.

**Main Activities**

- Developing the Human Resources contribution to the company's strategic planning so that its long term people needs are identified and accommodated within its business plans and management decisions.
- Developing, submitting for approval, and managing the implementation of Human Resource policies throughout the organisation. Policies will respond to legal requirements, minimise disruption, penalties and adverse publicity.
- Ensuring that all skills requirements within the organisation are met through ongoing workforce planning, staff development programs and external recruitment.
- Ensuring all staff administration records are effectively maintained.
- Ensuring staff reward practices take account of varying performance levels, internal equity and external salary market rates.
- Assisting management in achieving harmonious working relations with all staff thereby minimising time lost through industrial disputes.

**Key Skills**

- Sound negotiating skills and strong interpersonal skills. Thorough knowledge of Government legislation.

**Internal Contacts**

Chief executive officer and all functional and divisional managers.

**External Contacts**

Specialist consultancies, legal advisers, financial institutions, union delegates.

**Typical Experience**

Tertiary level qualifications with at least 12 years of experience in all aspects of Human Resources Management.

**Other Comments**

General Manager - Human Resources, Personnel Director.

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**POSITION DESCRIPTION**

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**Position Title:** Research & Development Director  
**Position Code:** Aon.EXE.55000.7

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**Responsible for**

The achievement of program objectives which will improve existing products or develop new products and processes, leading to improvements in the company's short and long term profitability.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

Scientific and technical staff.

**Main Activities**

- Responsible for product development and feasibility studies leading to the successful production and marketing of new or modified products within a defined time frame and budget.
- Examining new production processes and materials to quantify the benefit arising from implementation and making recommendations accordingly.
- Directing scientific and professional staff engaged in research projects and assignments.
- Reviewing and evaluating technical work and selecting, scheduling and coordinating overall research activities.
- Establishing procedures and testing methods for assessing raw materials, work in progress and finished goods quality standards.
- Participating in short and long range planning, making independent decisions on work methods and procedures within an overall program.

**Key Skills**

- Originality and ingenuity are required for devising practical and economic solutions to problems.

**Internal Contacts**

Production and marketing staff.

**External Contacts**

Scientific colleagues, universities and research stations, research councils, primary producers and potential end-users/beneficiaries of the research and product development undertaken.

**Typical Experience**

University degree, often at Masters or Ph.D. level, and at least 10 - 15 years experience in a research environment, usually requiring knowledge of more than one field of science.

**Other Comments**

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**POSITION DESCRIPTION**

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**Position Title:** Manufacturing Director  
**Position Code:** Aon.EXE.60000.7

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**Responsible for**

Managing company wide manufacturing activities, probably with multiple plants. Participation in the overall management of the organisation and in the development and implementation of policy and long and short term plans.

**Reports To**

Chief Executive/Managing Director

**Supervises**

Engineering manager, Q.A. manager and production manager, materials control.

**Main Activities**

- Working with senior management in developing and implementing company manufacturing policy.
- Developing and controlling long and short term manufacturing plans.
- Achieving manufacturing objectives.
- Developing and implementing effective personnel and industrial relations policy in the manufacturing environment.
- Developing long and short term financial planning for the company's manufacturing operation.
- Overseeing the design, development, construction and commissioning of new manufacturing facilities.

**Key Skills**

- Must be skilled in Industrial Relations to ensure good industrial relations whilst optimising the achievement of production targets

**Internal Contacts**

Other general managers.

**External Contacts**

Industry associations, general management, key accounts and key suppliers.

**Typical Experience**

At least 15 years. General experience in all aspects of manufacturing environment. Desirable: experience at a senior level in HR, marketing or engineering and in coordinating multifunctional activities (e.g. large production operation).

**Other Comments**

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**POSITION DESCRIPTION**

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**Position Title:** Chief Information Officer (CIO)  
**Position Code:** Aon.EXE.45000.7

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**Responsible for**

Ensuring the effective development and operation of computing and information services which support strategic operations of the organisation.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

Operations staff, systems development and support staff.

**Main Activities**

- Participating in major corporate decisions, particularly where IT has a major influence on the competitive advantage and profitability of the organisation.
- Setting and controlling IT operational and development expenditures within budget.
- Developing the forecasting and planning for equipment and software purchases in relation to projected user requirements.
- Establishing and maintaining standards in relation to operations, programming, and security.
- Participating in policy-making as a member of a senior management team.

**Key Skills**

- Requires people management and leadership abilities, together with professional standards of planning and budgeting.
- May have formal business training in addition to technical experience.

**Internal Contacts**

Senior Management, all user departments, finance and administration.

**External Contacts**

Suppliers of equipment and peripherals, software suppliers and consultants.

**Typical Experience**

At least 12 years of experience in computing, with at least 5 years in large sites and proven business and management skills.

**Other Comments**

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**POSITION DESCRIPTION**

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**Position Title:** Logistics Director  
**Position Code:** Aon.EXE.65000.7

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**Responsible for**

Controlling and directing the receipt, warehousing, transport and distribution of the materials associated with the production of the company's product range.

**Reports To**

Chief Executive/Managing Director

**Supervises**

A team of logistics, warehouse and distribution staff.

**Main Activities**

- Coordinating a national warehousing and distribution operation to ensure the efficient and cost effective supply of equipment.
- Formulating logistics policies and strategies.
- Ensuring the security of stock and assets.
- Analysing procedures and implementing methods which optimise handling, storage and transport resources.
- Negotiating cartage contracts.
- Preparing and updating national logistics budgets, and regularly reporting performance.
- Recruiting and training logistics staff.

**Key Skills**

- Strong analytical and organisational skills backed with formal training in logistics. Will have proven abilities in cost centre management, negotiation and industrial relations.

**Internal Contacts**

Sales and service management, finance and accounting, human resources and industrial relations.

**External Contacts**

Suppliers, sub-contractors, union officials, Federal and State Government departments, major customers.

**Typical Experience**

University degree. Likely to have 7 to 10 years of practical experience in a senior logistics role.

**Other Comments**

This is a specialised role based on "hands on" experience backed by formal training

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**POSITION DESCRIPTION**

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**Position Title:** Head of Corporate Strategy**Position Code:** Aon.EXE.10005.7

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**Responsible for**

Developing, directing and controlling the corporate strategic planning activities of the business. Providing direction and driving delivery of a strategic plan through an inclusive strategic planning process.

**Reports To**

Chief Executive Officer / Managing Director

**Supervises**

Strategic planning team(s), business analysts

**Main Activities**

- Participating as a member of the senior management/strategic team formulating company policy and approving major management changes.
- Independently reviewing and assessing business unit initiatives of a strategic nature impacting the business.
- Identifying opportunities/threats impacting the business. Analysing and recommending actions, and where appropriate implementing recommendations.
- Developing and maintaining an independent view of all markets in which the business operates in the short, medium and long-term for business planning, business development and other significant market transactions.

**Key Skills**

- Understanding and appreciation of the financial implications of decisions and their impact.
- Ability to use the dynamics and value drivers of the business strategy to make decisions about the impact of changes.
- Ability to work within long-term time frames and anticipate and act on opportunities or problems that are likely to arise.
- Strong analytical capabilities.
- Ability to communicate at all levels of the organisation.
- Proven ability to develop corporate infrastructure, including policies procedures and systems.
- Proven ability in managing a large budget.
- Strong influencing and leadership skills.

**Internal Contacts**

Senior Management, finance and administration, functional and divisional managers, and all subordinate staff.

**External Contacts**

Industry associations, major customers/clients, shareholders and major suppliers.

**Typical Experience**

10+ years experience in a senior management or general management role in a commercial environment. Tertiary qualification in economics, engineering or other quantitative field.

**Other Comments**

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**POSITION DESCRIPTION**

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**Position Title:** Chief Investment Officer  
**Position Code:** Aon.EXE.30001.7

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**Responsible for**

Managing assets and liabilities of the organisation to attain the best profitability and investment returns.

**Reports To**

Chief Executive Officer.

**Supervises**

Economists, Investment Managers.

**Main Activities**

- Determining and maintaining an effective funds management plan and philosophy for the organisation.
- Preparing and communicating investment plans, targets and forecasts to management.
- Determining and maintaining effective operating procedures for managing funds within the organisation.
- Managing the professional development of employees within business unit.
- Participating as a senior member of an Investment Committee to work towards the most profitable management of funds.
- Investigating new opportunities/areas of operation within the market to improve generation of investment income.

**Key Skills**

- Excellent communication skills, both written and verbal.
- Strong strategic planning skills.
- Strong people management skills.
- Well developed numeric and financial analysis skills.

**Internal Contacts**

Economists, investment managers, senior management.

**External Contacts**

Money market institutions, stock brokers, external economical analysts, various Federal and State Government departments.

**Typical Experience**

Tertiary qualifications in business or finance, often to post-graduate level. May have SIA qualification. At least 15 years of funds management experience.

**Other Comments**

Alternative Titles: Treasurer, General Manager - Funds Management.

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**POSITION DESCRIPTION**

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**Position Title:** Purchasing/Procurement Director  
**Position Code:** Aon.EXE.70000.6

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**Responsible for**

Strategically managing the Purchasing/Procurement function within the organisation to ensure that goods and services are procured according to specified quantity, quality and cost requirements, and delivered within given timeframes.

**Reports To**

Chief Executive/Managing Director.

**Supervises**

All levels of Purchasing/Procurement employees.

**Main Activities**

- Designing and implementing the organisation's strategic Purchasing/Procurement plan in line with overall business performance goals.
- Overseeing the selection of reliable sources of supply and engagement of complimentary suppliers, and negotiating complex, high risk deals with key suppliers to improve value delivered to the organisation.
- Analysing all aspects of the supply function including supplier sourcing, price negotiation, quality, ordering, inventory, checking, delivery, tenders and contracts and providing expert Purchasing/Procurement advice.
- Assessing recommendations for process improvements and designing programs for implementing necessary process changes.
- Effectively managing the Purchasing/Procurement staff to foster an environment that promotes and encourages innovation within the Purchasing/Procurement function.

**Key Skills**

- Expert knowledge of procurement concepts, processes, activities and trends.
- Strategic management and negotiation skills.
- Complex analytical interpretation and problem-solving skills.
- Ability to provide technical leadership, coupled with people and project Management skills.
- Business, communication, change management and customer service skills.

**Internal Contacts**

All Departments.

**External Contacts**

Major Suppliers, Major Customers.

**Typical Experience**

10+ years of experience in Purchasing/Procurement, coupled with relevant Purchasing/Procurement qualifications.

**Other Comments**

Alternate title: Strategic Purchasing/Procurement Manager, Sourcing Director, Buying Director.

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