

### Uniqueness of job profiles in the sector

Moira Ann McCormick, CEO at Concrete Garden, talks about why the sector is unique.

*When you are in any kind of other sector, they normally have specific people who know about IT, or specific people who deal with HR, or different things like that. Within the third sector, there aren't people who do that. In most grassroots charities, there's the project manager, or project leads, who are doing all of those jobs.*

People who come to them from larger organisations, *they would be used to having that HR person or whatever. That's one of the things we get regularly when new people start in the organisation, you know:*

*'Who does this?'*

*'You.'*

*'Who does that?'*

*'You.'*

*'Where do I find this?'*

*It's different things like that.*

*The very first person I employed, the first question she asked me was:*

*'So where are all the policies kept?'*

*And I said:*

*'Nowhere, because they are not written yet, that's what we need to do.'*

*So there's been a few things like that. And when we started the play project the new play manager who took on that role was like:*

*'So where are all these things?'*

*And we were like:*

*'Well that's this job. We don't have those things. So that's what you are in post to do, to develop it from the ground up.'*

*I don't think that happens in other sectors. If you come into a job, you kind of expect the job to exist almost when you go into it. It's not often that you develop it from the ground up yourself.*

*Some people love it, some people fold under that.*

*I think there is a difference as well with creativity.*

*In other sector that I have worked in, you had a job and that was your job, but you know I've never had what you would just call a job that was my job when I've worked through charities, even in community arts, you know people are open to you doing things that aren't in your job description, like a stage manager suddenly starting a community garden project.*