

POSITION: Senior Operations Manager, Marketised Services
REPORTS TO: General Manager Disability, Early Years, and Palliative Care
DATE UPDATED: June 2020

ORGANISATIONAL ENVIRONMENT

Melbourne City Mission (MCM) is a leader and innovator in the provision of services to the community. Established in 1854, Melbourne City Mission is a non-denominational organisation that supports thousands of Victorian people and communities to overcome barriers and disrupt disadvantage to live their life, their way.

As a service provider Melbourne City Mission's work is focussed on supporting people to take charge of their own lives and participate fully in community life. Melbourne City Mission's service profile includes: Children, Youth, Adult and Family; Disability; Employment, Education and Training; Homelessness; Justice; and Palliative Care.

As a social change agent Melbourne City Mission advocates for social policy change and works across all sectors in seeking to achieve sustainable outcomes for communities experiencing disadvantage.

JOB CONTEXT

MCM operates a range of services in highly competitive markets. These services are funded on a fee-for-service basis and range from those for which we receive individual contributions (Childcare Centres), to those offered under the National Disability Insurance Scheme (NDIS). Under the NDIS' market-based principles, people with disability and their families choose the support they need, who will provide it, and what price they will pay.

The competitiveness of the market means these services are designed and offered within a sustainable business framework focussed on customer service and value for money. At MCM we pride ourselves on delivering quality products and services that represent good value for participants, their families and key stakeholders like the government. Such value extends beyond cost to the outcomes achieved with participants. We continuously monitor and adapt our services, operations and pricing to ensure we sustainably deliver a great experience for participants, their families and carers.

JOB PURPOSE

The Senior Manager Operations is a leadership role within the Disability, Early Years and Palliative Care division of MCM, reporting to the General Manager.

The role is responsible for sustainably leading key marketized services within this portfolio:

- **Support co-ordination**
- **Early Childhood Intervention Services (ECIS)**
- **Early Years (Childcare centres)**

The role is responsible for:

- leading and managing MCM's Support Coordination, Early Childhood Intervention, and Early Years programs;
- providing supervision and support to reporting Operations/Program Managers;
- meeting service and financial targets; and

satisfying quality and compliance standards within operational areas.

JOB OBJECTIVES

Duties of this role may include but are not limited to the following:

Operations:

- Provide leadership and expert advice on service delivery issues, planning, service development approaches and create best-practice service delivery goals, standards and measures of success to ensure expectations are clear and that service delivery strategies are well aligned to MCM's overall objectives
- Monitor and evaluate service delivery processes and outcomes to ensure service delivery is efficient and cost effective and to action necessary improvements as required
- Mentor staff and manage business functions including overseeing team's commitment to:
 - Excellent client and customer standards
 - Maintaining and reporting on relevant KPIs and internal benchmarks
 - Maintaining relevant industry and other standards
 - Understanding needs and maximising client, and participant outcomes
- Develop and implement service delivery priorities, strategies and programs in short, medium and long-term timeframes to meet the diverse needs of key stakeholders and communities
- Driving process improvement to ensure efficient operations
- Embed business principles and practices to ensure the financial sustainability of services
- Understanding the National Disability Insurance Scheme (NDIS) and its relevance to MCM participants

Leadership

- Contribute as a skilled and productive member of the Leadership team by participating in activities to achieve strategic and organisational goals
- Coordinate with and escalate to, the GM, strategic and operational issues and risks for the
 - Business Operations in a timely manner
- Maintain and develop positive working relationships with key stakeholders and partners, including funding and accreditation bodies
- Engaging with all operational areas within MCM's disability programs to provide an integrated
 - approach to service delivery.

Strategy

- Understanding market trends and appropriately adapting service offerings and business model to optimise client and financial outcomes
- Collaborating with key stakeholders to identify, design and implement new business opportunities in line with MCM's strategy

Travel across MCM work sites and other locations to perform role with some overnight stays where required.

KEY RELATIONSHIPS

This position may have relationships with a diverse range of MCM employees, external service providers, organisations and stakeholders within the community, with the view to providing the most appropriate and

effective services and supports to the people they support. Examples of key relationships are detailed in the following table:

Internal Relationships	<ul style="list-style-type: none"> • MCM service areas • MCM Corporate Services • Disability Leadership Team
External Relationships	<ul style="list-style-type: none"> • National Disability Services (NDS) • National Disability Insurance Agency (NDIA) • NDIS Quality & Safeguarding Commission • Department of Health & Human Services (DHHS) • Department of Education & Training (DET) • Workforce Unions

KEY SELECTION CRITERIA

Essential:

- Relevant tertiary qualifications and/or **at least 10 years'** relevant industry experience at a senior management level
- High level knowledge of disability services industry and other relevant legislation, disability service standards and staff management principles
- Extensive experience working in a commercially focused service/business – and a comprehensive understanding of the NDIS as a social insurance scheme, and marketised services
- strong understanding of the NDIS funding model and proven experience leading teams within this model.
- Capacity to support change and innovation and deliver creative and leading practice solutions
- High level conceptual and analytical skills including the ability to analyse complex issues
- Sound leadership skills; able to motivate others, build capability and drive transformational change.
- Commitment to a philosophy of person-centered service delivery, social justice and an environment of trust
- Demonstrated understanding of budgets and acquittals along with experience in financial management of operations
- High level planning skills along with well-developed problem-solving skills and ability to resolve critical risks and issues
- Experience operating within a complex, dynamic, and high-volume environment
- Strong organisational and time management skills
- Advanced skills in Microsoft Office programs
- Excellent interpersonal and verbal/written communication skills along with the ability to negotiate
- Ability to use initiative, think laterally and strategically, to meet deadlines and produce quality work under pressure
- Satisfactory completion of safety screening including a National Police check, Proof of Identity check, International Police check (if required), a current Victorian Working with Children Check (Employee), Disability Worker Exclusion List (DWES) check, current Victorian Drivers Licence, and the right to work in Australia in line with the Victorian Safety Screening Policy.

Desirable:

- Demonstrated experience delivering services and products within an NDIS or insurance environment
- Demonstrated experience delivering service development and design programs/services
- Demonstrated experience meeting rigorous external compliance requirements

ORGANISATIONAL REQUIREMENTS AND COMMITMENTS

Workplace Health & Safety:

MCM's strategy is to create a working environment in which we have zero tolerance for compromised worker safety. As an employer we endeavour to provide a working environment that is safe for all employees and clients and adheres to Occupational Health & Safety regulations as an employer.

As an employee, you also have Occupational Health & Safety responsibilities as follows:

- To comply with all MCM policies related to Occupational Health and Safety in the workplace.
- Take reasonable care of your own health and safety in addition to the health and safety of your colleagues and clients who may be affected by your acts or omissions in the workplace.

Client Wellbeing and Safety:

We are committed to the safety and wellbeing of children, young people, people with a disability and other vulnerable people. We have a zero tolerance of abuse and neglect of all vulnerable people and are committed to actively contributing to a safe organisation in which children, young people, people with a disability and vulnerable people are protected from violence, abuse and neglect. All employees are required to comply with the Child Safe Standards.

Operational Accountability:

MCM is committed to operating efficiently, ethically and remaining operationally and financially sustainable.

As an employee you are expected to operate within the requirements of our accreditation, registrations, delegations and work responsibilities as detailed in our various policies and procedures, Code of Conduct and regulatory guidelines.

COMPLIANCE

As an employee, you are expected to comply with the following:

- Comply with and actively support all position, division and organisational policies and procedures.
- Satisfactory completion of safety screening including a National Police check, Proof of Identity check, International Police check (if required), a current Victorian Working with Children Check (Employee), Disability Worker Exclusion List (DWES) check, and the right to work in Australia in line with the Victorian Safety Screening Policy.

LEADERSHIP CAPABILITY FRAMEWORK

In addition to the key selection criteria, applicants should be able to demonstrate the following attributes:

KEY AREA	BEHAVIOURAL CAPABILITIES
PARTNERSHIPS	Collaboration & Cooperation Seeks to find the right solution for all. Stays connected, and works together with colleagues and customers to achieve great things.
PARTNERSHIPS	Credibility & Integrity Establishes credibility and trust in the eyes of clients, colleagues, regulators, funders and partners. Is recognised being principled and as having expertise as a leader.
REPUTATION	Provable Results Is accountable. Delivers measurable outcomes. Driven and energetic; striving to meet targets and quality outputs for customers and colleagues.
REPUTATION	Doing the Right Thing Manages resources wisely to deliver sustainable value for service uses and those who contract those services. Looks to reduce waste and duplication of effort.
PEOPLE	Resilience & Bounce Back Deals effectively with unexpected challenges and adversity. Quickly recovers to take a positive stance to set backs and disappointments.
PEOPLE	Challenge & Change Forward thinking. Challenges the status quo and looks for innovative solutions to how MCM can make a positive difference.

OUR VALUES

Employees are expected to commit to and demonstrate MCM's values:

Together	We are inclusive and accepting of difference. We work in highly effective teams and our people are connected across our organisation. We engage proactively with others to deliver outcomes.
Courageous	We speak up constructively in line with our convictions. We pursue our goals with determination. We are passionate about our advocacy role.
Curious	We are inquisitive and ask why. We challenge the status quo. We actively explore the alternatives.
Open	We are transparent and have genuine, honest interactions. We listen and hear people's voices. We value and respect the autonomy of clients.

We trust one another.

Accountable

We act safely in all our interactions.

We manage within our financial and resource boundaries.

We own our outcomes and decisions.

We are proud of the work that we do.