

POSITION:	Operations Manager Inclusive Employment Services
REPORTS TO:	Head of Disability
DATE CREATED:	August 2025

ORGANISATIONAL ENVIRONMENT

MCM (Melbourne City Mission) is a leading community services organisation that innovatively works alongside thousands of Victorians and their communities to overcome barriers experienced through Homelessness, Disability, Palliative care, Early Childhood Intervention Services and Education.

With deep experience working with communities experiencing disadvantage, MCM advocates for systemic change, working across all sectors to sustainably disrupt such disadvantage.

Since 1854, MCM has been striving for those experiencing disadvantage to live their life, their way.

DIVERSITY, EQUITY OF ACCESS, AND INCLUSION

MCM is committed to inclusion, equity of access and diversity. We know that diversity helps us to innovate and make the biggest impact possible. Our DEI Strategy On for Inclusion supports and drives an inclusive workplace culture. We recognise that many people continue to face systemic barriers within an employment context, particularly those from First Nations, culturally and linguistically diverse, disability and LGBTIQ+ communities. We are committed to inclusivity and want to continue to learn from and grow our diverse workplace culture. This includes supporting your individual employment needs wherever reasonably possible.

POSITION CONTEXT

MCM/CoAct is a specialist youth provider for Inclusive Employment Australia supporting young people with disability to find and keep meaningful employment. The Operations Manager provides strategic leadership and management of employment services for young people with disability. Effectively leading teams to ensure the delivery of quality employment supports and services, adhering to funding, legislative and regulatory requirements. This Includes providing supervision and support to staff, ensuring quality and compliance requirements within designated operational areas are met and ensuring service and financial targets are met.

POSITION PURPOSE

This position operates at the Service Leadership level in the MCM Leadership Capability Framework. The Operations Manager is responsible for leading and supporting Team Leaders and their staff to ensure the operational success of the program within their region. This role is accountable for delivering compliance, budget oversight, performance management and development, accreditation, audit processes, and maintaining strategic relationships with departments and employers. The Operations Manager drives performance excellence by tracking key performance metrics, conducting quality checks, and implementing structured improvement plans. They ensure adherence to the

National Standards for Disability Services, ISO standards, and CoAct's service delivery model, including all standard operating procedures, systems, and minimum standards. Success in this role is measured by compliance scores, achievement of financial targets, and the effective execution of regional strategic plans. Operations Managers play a critical role in identifying and addressing underperformance, mitigating risks, and maximising revenue opportunities in collaboration with CoAct. They conduct regular audits, provide coaching to Team Leaders, and ensure all operational activities align with MCM/CoAct's quality, compliance, and financial objectives.

POSITION DUTIES AND RESPONSIBILITIES

Duties to this role include but are not limited to:

Operations

- Use CoAct reporting to spearhead performance improvement initiatives across the region, leveraging data analysis and strategic planning to optimise outcomes and service delivery.
- Define and implement strategic direction for the Employment Services Area (ESA), aligning organisational objectives with regional priorities and stakeholder needs.
- Work collaboratively with CoAct to identify opportunities to maximise revenue and performance. This will require a deep understanding of the key financial drivers and expected social impact outcomes of the contract.
- Work in collaboration with the wider team to develop and maintain detailed Regional Delivery Plans (RDPs) aligned to local labour market needs, opportunities and areas of limitation that impact on the caseload. RDPs should be completed to a standard that can be used as evidence in NSDS Auditing
- Use reporting to monitor program revenue and performance, working with Team Leaders and staff to meet financial targets and performance benchmarks each month.
- Monitor alignment with the Service Delivery Model, ensuring resources are deployed to maximise performance.
- Monitor program expenses, working with suppliers who deliver on mutually beneficial relationships that employ diverse workforces and ultimately benefit our caseload.
- Monitor Wage Subsidy creation, acceptance, and payment to ensure that wage subsidies are payable to employers where conditions are met

Leadership

- Lead and support Team Leaders to build capacity in staff, manage under-performance and support professional development for increased staff retention.
- Plan for and deliver on professional development for staff that contributes to CPD program.
- Contribute to network forums, community of practise and knowledge sharing among the team through active participation with supports and other partners.
- Foster high staff engagement and retention through a positive work environment that celebrates success.
- Provide effective leadership and management to regional staff, including recruitment, onboarding, training, and professional development initiatives.
- Track key performance metrics (KPIs) and ensure targets are met.
- Conduct regular quality checks to maintain service delivery standards and implement training plans for any continuous trends or findings that require staff capacity building.
- Identify and oversee performance management of any under-performing staff.

- Evaluate and adapt strategies regularly to address market or operational changes

Generic and Compliance Responsibilities

- Work as a constructive team member, including building and maintaining positive interpersonal relationships.
- Apply the Organisational Commitments and Requirements (detailed below), including Child Safety and Safety of Vulnerable People, Workplace Health and Safety, Operational Accountability, Diversity, Equity of Access and Inclusion, and Position Description Maintenance.
- Adhere to the National Standards for Disability Services and ISO standards required for contract maintenance.
- Contribute to audit, accreditation, and service partner assessments, by working with the Quality Assurance Team and adhering to any deadlines for evidence submission.
- If approved to work from home, comply with all the requirements in the MCM Working from Home Workstation Self-assessment Checklist.
- Demonstrate MCM's Values (detailed below).
- Ensure services are delivered within the framework of MCM's policies and procedures, legislative requirements, relevant service standards, and MCM's Code of Conduct, and MCM's Values.
- Comply with MCM's Employment Safety Screening Procedure.
- Perform other duties and responsibilities within the scope of the employee's skills, competence and training as directed by a person in any more senior role within MCM.

KEY SELECTION CRITERIA

Essential Criteria

- **Degree with experience OR Associate Diploma with substantial experience OR qualifications in more than one discipline OR less formal qualifications with sufficient specialised skills OR expertise to undertake the range of activities**
- Demonstrated commercial acumen with an ability to understand and meet financial targets, grow profitability, and support business growth.
- Strong leadership and management skills, with the ability to effectively lead and motivate regional teams to achieve organisational objectives.
- Excellent communication and interpersonal skills, with the ability to build and maintain positive relationships with stakeholders at all levels.
- Strategic thinking and decision-making abilities, with a track record of developing and implementing successful strategic initiatives.
- Knowledge of regulatory standards and accreditation requirements within the employment services sector.
- Commitment to continuous improvement and excellence in service delivery, with a focus on driving performance improvement and achieving positive outcomes for stakeholders.

Essential Safety Screening Requirements:

- Proof of Identity Check

- National Police check
- International Police check
- Current Victorian Working with Children Check (Employee)
- NDIS Worker Screening Check and Clearance Certificate
- Other Professional Registration (eg SPA, OT, etc.)
- Current Victorian Drivers Licence
- Right to work in Australia

Desirable:

- Prior experience in the disability employment sector
- Proven experience in senior leadership roles, with a focus on regional management and operations within the employment services sector
- Demonstrated experience in budget management, revenue forecasting, and financial reporting.

POSITION AUTHORITIES

Number of Reports

Direct Reports				Indirect Reports			
Number:	5- 8	FTE:	5 - 8	Number:	25+	FTE:	25+
List Teams / Positions	Team Leaders Community Engagement Consultants			List Teams / Positions	Employment Support Consultants & Facilitators Diversity Recruitment Specialists		

Other Authorities

- Critical incident review, reporting in key performance indicators and productivity

Supervision or Direction Required

- Monthly supervision

Planning

Freedom to Act

- Can make leadership decisions limited by policy and budget

Assistance to Higher Level

- Contributes to reviews of routine processes and contributes to cross organisational working groups, projects, and activity.

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 include:

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|-------------------------------|--|
| Internal Relationships | <ul style="list-style-type: none"> • Staff from NCM Corporate teams • Senior Management teams across MCM • Staff from MCM Disability Services |
| External Relationships | <ul style="list-style-type: none"> • CoAct • Disability and employment stakeholders |

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

ORGANISATIONAL REQUIREMENTS AND COMMITMENTS

Child Safety & Safety of Vulnerable People

MCM is a Child Safe Organisation, committed to the safety and wellbeing of children, young people, people with disability, and other vulnerable people. We have zero tolerance of abuse and neglect of all vulnerable people. MCM is committed to providing a safe environment in which children and vulnerable people are protected from violence, abuse and neglect. All employees must:

- Comply with the Child Safe Standards at all times.
- Maintain a safe environment in which children and vulnerable people are safe at all times.
- Actively prevent, and immediately report to MCM, any violence, abuse or neglect of any child or vulnerable person.

Workplace Health & Safety

MCM's has zero tolerance for compromised worker safety. We endeavour to provide a working environment that is safe for all employees and people who use our services. As an employer, MCM adheres to Occupational Health & Safety regulations. All employees must:

- Comply with all MCM policies related to Occupational Health and Safety in the workplace.
- Take reasonable care of their own health and safety, and the health and safety of their colleagues, service users, and others who may be affected by the employee's acts or omissions in the workplace.
- Immediately report to MCM any hazards or incidents.

Code of Conduct and Operational Accountability

MCM is committed to operating efficiently and ethically, and remaining operationally and financially sustainable. All employees must:

- Operate within the requirements of MCM's and CoActs accreditations, registrations, policies and procedures, Code of Conduct, and regulatory guidelines.

Position Description Maintenance

Position Descriptions change over time, due to a wide range of organisational, technological, financial, geographical, service, systemic, legal, and individual factors. All employees must:

- Maintain position description currency by communicating, discussing and documenting necessary changes, and considering consistencies and relativities with other like-positions.
- Ensure compliance with position description, management of change, and consultation requirements in the relevant Awards and Enterprise Agreements.
- Use correct processes to apply for changes related to individual circumstances, for example, reasonable adjustments for disability, flexible working arrangements for care responsibilities, rehabilitation to work following injury, ill health or medical procedure, or transition to retirement.

