



# Position Description

## General Manager

People & Communications

September 2019

### Agreement

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Signed – Chief Operating Officer

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Signed – General Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date





# General Manager

## People & Communications

### 1. Wesley Mission

Wesley Community Services Limited, operating as Wesley Mission, is a company limited by guarantee and a Public Benevolent Institution. Our Purpose is to conceive, develop and deliver services and programs to provide direct relief of poverty, sickness, suffering, distress, adversity, disability, destitution, and helplessness in New South Wales and other parts of Australia.

This Purpose aligns with our Mission, which is *Continuing the work of Jesus Christ in Word and deed* and our Vision to *Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can.*

Wesley Mission's 2016-2021 strategic plan sets expectations for how we will achieve the Mission, Vision and Purpose. It calls on us to be working alongside more people in greatest need. In meeting those expectations, our behaviour is guided by three core Values: Christlike Servanthood, Unfailing Integrity and Courageous Commitment. The plan has four key result areas:

- our clients
- our people
- our operations
- our financials.

Our position descriptions and annual business plans are aligned with those key result areas.

### 2. Overview of People & Communications

The operational work of Wesley Mission includes a portfolio of community services that is amongst the most diverse of any Australian organisation. People & Communications is a portfolio which oversees:

- Organisational culture
- Learning and Development
- Work Health and Safety and Workers Compensation
- Employee & Industrial Relations, HR policy and procedures, and all aspects of the recruitment, selection, induction and termination of employment of workers
- Marketing, branding and corporate communications
- Media and public relations

### 3. Overview of role

The General Manager is responsible and accountable for the leadership, continuous improvement, quality and efficacy of People & Communications. They bring strong subject matter expertise, relevant academic qualifications and wide-ranging personal networks. They possess, and will maintain, comprehensive knowledge of developments which may



impact our services. They represent Wesley Mission at senior levels within the industry, on interagency committees and on taskforces.

Wesley Mission's operational goal is to be the preeminent provider of community services in NSW. To that end, we must achieve outstanding results for the clients and customers who engage with our services; be an employer of choice for values driven staff; uphold and strengthen the reputation earned by pioneering a diverse range of services for the most vulnerable members of our society; and operate in a way that enables us to sustain our work for another 200 years.

The General Manager is a member of the Management Committee and Senior Leadership Team, holding significant influence and expected to actively contribute to the achievement of 50% growth and a 50% increase in services to those most in need. They shape a culture that upholds and shares Wesley Mission's Mission, Purpose, Vision, Values, history and stories.

## 4. Relationships and Reporting

### 4.1 Wesley Mission and Uniting Church Relationships

Supervisor: Chief Operating Officer  
Direct reports are: Operations Manager, Human Resources  
Learning & Development Manager  
Work Health & Safety Manager  
Head of Marketing

The General Manager is a 'General Manager or equivalent' role in relation to authority and delegations. They are a member of the Management Committee, Senior Leadership Team, Senior Staff group.

They attend the Project Change & Leadership Group, Child Safety Implementation Group and QRC Review Group, along with project working groups that may be formed from time to time.

The General Manager is expected to contribute to, and participate in, activities of the Uniting Church in Australia. This includes attendance at requested Wesley Congregational Life services, and participation as appropriate in taskforces and working groups of the NSW.ACT Synod and Uniting Care Australia.

## 5. Organisational responsibilities

### 5.1 Strategic responsibility

*The People & Communications General Manager is to:*

Goal	Description
<b>Strategic contribution</b>	Incorporate our culture, Mission, Vision, values into the Employee Welcome Book, Code of Conduct, Staff recognition events, letters of offer, annual review processes, and induction and orientation processes. Shape an environment for Wesley Mission's workers that is both clear and ambitious about what they can achieve, strongly supportive of their development and health, and engenders



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passion and loyalty.

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<b>Most in Need</b>	Reach out, personally and through the work of Human Resources, Marketing and Communications to the most marginalised and vulnerable.
<b>Revenue growth</b>	Provide active support to Service Delivery managers to ensure revenue growth is achieved for Wesley Mission and to identify future funding opportunities that may arise for Wesley Mission based on national and international trends and monitoring sector and demographic changes.
<b>Performance benchmarking</b>	Record and obtain internal performance and outcome data, and obtain external datasets, to assess relative performance against industry benchmarks. Ensure Human Resources and Marketing functions are operating at best practice levels within NSW, or is making substantial year on year improvements in order to achieve best practice.

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## 6. Major role responsibilities

The strategic plan, and our annual business plans, have four key result areas: our clients, our people, our operations, and our financials.

### 6.1 Our clients

*So that Wesley Mission achieves outstanding results for the clients and customers who engage in our services, the General Manager will:*

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<b>Goal</b>	<b>Description</b>
<b>Client safety</b>	Act to protect and keep safe clients, customers and guests of Wesley Mission's services, reporting concerns and incidents that you observe or occur within Wesley Mission. Provide leadership in aspects of Child Safety across the organisation.
<b>Service Delivery</b>	Participate in steering groups and other forums to support service delivery initiatives.

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## 6.2 Our people (includes staff and volunteers)

*So that Wesley Mission is an employer of choice for values driven staff, the General Manager will:*

Goal	Description
<b>Culture</b>	Ensure you and your workers act in accordance with Wesley Mission's Code of Conduct, Mission, Purpose, Vision and Values. Share, and enable the sharing of, our history and stories.
<b>Position Management</b>	Ensure the PeopleSoft HR system has correct and current details for all workers in Wesley Mission. Minimize the number of positions required. Ensure vacancies are filled in a timely fashion.
<b>Orientation and Induction</b>	Ensure workers in Wesley Mission complete the induction program and attend Orientation every five years. For new senior staff, organise a personalised induction process in liaison with the General Manager Corporate. Ensure probation period processes are followed.
<b>Workforce development</b>	Actively develop direct reports through learning and development, clear guidance, regular reviews and personal encouragement. Identify, and support the mentoring of, candidates for future promotion. Provide workers in Wesley Mission with personal and skill development opportunities.
<b>Healthy workforce</b>	As an employee and supervisor, be responsible under the Work Health & Safety Act for the health and safety of workers in Wesley Mission and all persons you are in contact with during your employment. All hazards and injuries must be reported per Work Health and Safety procedures. Ensure your workers take regular leave and maintain a healthy work life balance.
<b>Work Health &amp; Safety management</b>	Ensure Wesley Mission's compliance with Work Health and Safety legislation, approved quality standards and the operation of the Loss Prevention & Recovery model.
<b>Team morale</b>	Celebrate Wesley Mission's success by giving personal and public praise. Participate in celebration events including Chance to Shine. Identify and respond to the personal goals and concerns of workers within Wesley Mission.
<b>Wesley Mission events</b>	Attend functions, meetings, seminars, training courses and worship services as directed by your supervisor. Encourage Human Resources workers to attend Wesley Mission events.
<b>Annual evaluation</b>	Participate in personal evaluations conducted by your supervisor. Ensure personal evaluations are completed at least annually for all workers in Wesley Mission.
<b>Staff feedback</b>	Personally participate, and encourage Wesley Mission participation in Wesley Mission voice and pulse surveys and follow-up surveys. Address areas of concern identified in surveys for Wesley Mission.



## 6.3 Our operations

*So that Wesley Mission upholds and strengthens the reputation earned by pioneering a diverse range of services for the most vulnerable members of our society, the General Manager will:*

<b>Goal</b>	<b>Description</b>
<b>Information management</b>	Ensure that Wesley Mission's "single source of truth" information systems relating to the HR team are comprehensive and accurate. Provide data and information in relation to areas of responsibility on request.
<b>Project management</b>	Ensure Human Resources projects are completed on time, in scope and within budget.
<b>Fundraising and Donations</b>	Assist the fundraising and bequests team in accessing potential internal and external donors. Ensure all donations are reported through, and acknowledged by, the Fundraising team.
<b>Wesley Mission marketing</b>	Use and align with Wesley Mission's television, website, online and physical marketing and branding.
<b>Asset maintenance</b>	Provide quality stewardship of all resources - buildings, equipment, financial assets and our intellectual capital.
<b>Continuous improvement and Risk Management</b>	Ensure a strong quality and continuous improvement focus within Human Resources and Marketing, maintaining the risk registers, standards, compliance requirements and accreditations required.
<b>Policies and procedures</b>	Ensure all policies and procedures relating to Human Resources and Marketing are comprehensive, accurate, up to date and regularly reviewed. Ensure all policies applicable to your team are understood and adhered to, seeking advice from policy and procedure owners when in doubt or for complex or critical situations.
<b>Business opportunities</b>	Identify and initiate opportunities to expand Wesley Mission's services through fee for service activity and/or into areas of unmet need.
<b>Third party agreements</b>	Ensure for Human Resources and Marketing that any written agreement with a third party, if in a form not previously approved, is reviewed by Wesley Legal. Any legal advice must be obtained in consultation with Wesley Legal. Agreements must be signed within delegated authority.
<b>Incident reporting</b>	Any incident should be reported within 24 hours per relevant policy and procedure, and immediately if a critical incident. Should critical incidents or media interest arise in relation to Human Resources and Marketing, take action immediately to ensure the safety of our clients and our people, and alert the COO and authorised media personnel. Do not provide comment to journalists or make comment on social media.



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**Local team marketing support**

Oversee of marketing support agreed to in advance with teams, within the hours and budgets agreed.

**Wesley Mission marketing**

Oversee television, website, online and physical marketing and branding. Measure and achieve organisational expectations in relation to online and general brand awareness.

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## 6.4 Our financials

*So that Wesley Mission operates in a way that enables us to sustain our work for another 200 years, the General Manager will:*

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<b>Goal</b>	<b>Description</b>
<b>Budgets</b>	Establish and achieve budgets for Human Resources and Marketing within the parameters set by your supervisor and in alignment with annual business plans and the strategic plan. Provide budget forecasts on request. Provide relevant national and state salary increase data to the finance team for annual budget preparation.
<b>Financial accountability</b>	Maintain a comprehensive and up to date knowledge of the financial performance of the portfolio. Review income & expenditure statements for assigned departments on a monthly basis and advise your supervisor and the Finance team of any concerns or anomalies.

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## 7. Selection Criteria

Education	Graduate qualifications in Commerce, Business, Human Resources, Psychology, Industrial Relations or similar, and/or work experience.
Experience	Demonstrated management experience in general management, Human Resources, Marketing or related business discipline. Experience in NGO preferred. Experience in dealing with unions and multi award frameworks essential. Ability to develop and present to Wesley Community Services Board and subcommittees. Experience gained in working in a highly regulated environment. Demonstrates a commitment to live out the values and Christian culture of Wesley Mission. Motivated to achieve business targets and quality customer service.
Skills	Sound negotiation, influencing, planning, strategizing, project management and change management skills required. Ability to lead, direct and challenge forms an integral part of the role.



## 8. Structure

