



POSITION DESCRIPTION

Title of Role:	General Manager - Research & Practice	Classification Level:	Not Applicable
Business Unit:	Research	Type of Appointment:	Fixed term for 3 years, part time 60.8hrs / 0.8FTE
Award Type	Award Free	Position Number:	TBC

YSAS Vision

A community where all young people are valued included and have every opportunity to thrive.

YSAS Purpose

To enable young people experiencing serious disadvantage to access the resources and support they require to lead healthy and fulfilling lives.

YSAS Values

Honesty	We are impartial and authentic in our practice and in how we relate to colleagues within and outside of our organisation.
Empowerment	We create a positive environment for staff and young people to make valuable contributions.
Accountability	We set high standards and we are answerable for our decisions and actions.
Respect	We respect the rights of others and treat others as we would like to be treated.

Child Safety

YSAS is a Child Safe organisation. We actively promote the safety and wellbeing of young people, and are committed to protecting young people from harm or abuse who come into contact with and/or access our service. Applicants must undergo rigorous screening and recruitment processes, including providing evidence of current WWCC and National Police Check prior to commencing employment.

Position Purpose

The General Manager - Research & Practice will lead a program of work with 3 interrelated purposes:

1. To enable YSAS, our partners and relevant policy makers to understand the needs and preferences of the young people and families who are YSAS clients, in relation to the services they require and how they are delivered
2. To ensure that the services YSAS and our partners deliver for young people and families are informed by the latest evidence on what works in practice. This incorporates:
 - a. Identifying, analysing and synthesising applicable evidence that has been derived from research or program evaluations
 - b. Commissioning and/or collaborating on studies and evaluations to generate new evidence that can be applied in practice
3. To create the conditions where practitioners employed by YSAS and our partners can learn to apply our best knowledge of 'what works' in practice

In fulfilling these interrelated purposes, the General Manager - Research & Practice will have national and international reach in demonstrating how the quality of services available for young people and families experiencing serious disadvantage can be improved.

The General Manager - Research & Practice will also oversee the 'Centre for Youth AOD Research & practice and manage the formal research partnerships YSAS has with:

- The Murdoch Children's Research Institute
- Orygen Youth Health

Reporting Relationships

- This role reports directly to the CEO.
- Reporting to this role is a small team of health and human service professionals with practice and workforce development capability, who are supported by an administrator and a research assistant.

Key Relationships within YSAS

Along with the YSAS Executive team, the General Manager - Research & Practice will work closely in collaboration with two other General Managers who also report to the CEO:

- General Manager – Service Development
- General Manager – Advocacy & Communications

Special Conditions

Prior to commencement of employment incumbent must provide YSAS assurance of their:

- Working with Children's Check (WWCC).
- Satisfactory National Police Check (NPC).
- Any relevant required professional registrations (e.g. AHPRA, CPA, etc)
- Driver's licence (preferred not essential).
- Copies of all relevant qualifications.

Other relevant role information:

- It is preferable that incumbents in this role have a current First Aid Certificate (level 2) – this may be completed during incumbent's probation.
- Some out of hours work may be required.
- The incumbent of this role may be required to work at various different YSAS sites depending on YSAS operational requirements.

YSAS Conditions

All YSAS employees are required to work in accordance with including but not limited to:

- Occupational Health and Safety Act 2004 (Victoria)
- Equal Employment Opportunities (including prevention of bullying, harassment and intimidation)
- Fair Work Act (2009)
- Relevant Awards, Enterprise Agreement
- Duty to maintain privacy and confidentiality
- Smoke Free Workplace
- Code of Conduct
- Child Safety best practice
- Other YSAS policies and procedures, which may be amended from time to time.

This position description provides an indication of the type of duties you will be engaged to perform. You may be lawfully directed to perform any duties that a person with your qualifications, skills and abilities would reasonably be expected to perform. The General Manager - Research & Practice is responsible for behaviours in YSAS's Performance Matrix. This broader group of behaviours are applicable to your ongoing success in the role.

Responsibilities

Responsibilities	Major Responsibilities
Leadership and Management	<ul style="list-style-type: none"> • Build the capacity of YSAS to become a sustainable learning organisation • Perform a key role in the YSAS Organisational Leadership Group, collectively setting and reviewing the organisation's strategy • Provide expert consultation to the YSAS Executive and Board • Develop the reputation of YSAS internally and externally as a credible source of 'what works' in practice to improve the safety, health and future prospects of young people and families experiencing serious disadvantage • Develop 'the Centre for Youth AOD Research & Practice' into a leading national source of information regarding Youth AOD practice and associated issues • Collaborate with the senior leadership at YSAS to advocate for early intervention and access to effective, developmentally sensitive services for our clients • Provide a high level of support and supervision to a team of practice and workforce development professionals • Ensure that all practice and workforce development projects and initiatives at YSAS are run on time, on budget and deliver agreed outcomes • Apply evidence from multiple sources to promote the inclusion and empowerment of young people & families experiencing serious disadvantage • Advise internal stakeholders on how YSAS policy positions might best result in positive outcomes for young people, based on research findings
Research & evaluation	<ul style="list-style-type: none"> • Implement a 'research and practice' operational plan that is aligned with the YSAS purpose and strategic plan • Endeavour to secure investment into the knowledge generation activities that are guided by the 'research and practice' operational plan

	<ul style="list-style-type: none"> • Foster effective collaborations with researchers, expert practitioners and service users that will directly benefit the young people and families that YSAS works with • Contribute to academic reports, publications and conference presentations that promote public policy and practice in the best interest of young people • Oversee the implementation of the YSAS evaluation framework and ensure that evaluations are conducted with rigour and are useful in informing continuous improvement • Regularly disseminate research outcomes (publish) and communicate with internal and external stakeholders. • Ensure that all research and evaluation conducted at YSAS is ethical
Workforce & Practice Development	<ul style="list-style-type: none"> • Ensure that all 'Workforce' and 'Practice' development conducted, either by or for YSAS, is aligned to the organisation's purpose and is of the highest standard • Lead the continuous improvement of learning materials developed by YSAS for internal and external audiences, ensuring that they are based on the best available evidence and have practical application • Ensure financial sustainability of 'Workforce' and 'Practice' development activities conducted both internally and externally by YSAS • Retain and develop a team of practice and workforce development professionals with industry experience and a commitment to excellence
Stakeholder Engagement	<ul style="list-style-type: none"> • Incorporate consumer participation (consumers in this instance may be staff, services, young people, families or the community) in identifying relevant research questions and key areas for practice improvement • Manage the formal research partnerships YSAS has with 'the Murdoch Children's Research Institute' & Orygen Youth Health • Facilitate relationships between YSAS and other collaborators in evidence generation, including national research centres, key academics, and other organisational researchers • Work closely with the YSAS General Manager: Advocacy and Communications in building robust, sustainable and effective relationships with key policy makers and service system designers in government
Continuous Improvement	<ul style="list-style-type: none"> • Include consumer participation (consumers in this instance may be staff, services, young people, families or the community) in the design and evaluation of services where appropriate • Produce an agreed set of measures that will identify how effective the 'YSAS Research & Practice Development Plan' is at achieving specified outcomes
Organisational Compliance	<ul style="list-style-type: none"> • Ensure all work complies of the relevant legislation/ regulations, YSAS' policies and procedures • Ensure confidentiality of documentation is maintained

Qualifications, Skills, Knowledge and Experience relevant to the role

Education	<ul style="list-style-type: none"> • Post Graduate Qualification/s in a field relevant to the YSAS purpose • A PhD in a related discipline is highly desirable
Experience	<ul style="list-style-type: none"> • Experience managing a research translation and practice improvement function within the community sector • Expertise and experience in adolescent health and welfare (Understanding of family work is desirable) • Expertise and experience in the Youth AOD field • Demonstrated capacity to plan and lead internal evaluations and service improvement initiatives • Expertise and experience in incorporating the participation of young people and families in the design and implementation of research and practice improvement initiatives • Demonstrated capacity to manage and contribute to cross-organisational research and practice improvement initiatives • Experience in leading small, high performing, multidimensional teams • Experience in contract management and delivering project outcomes successfully, on time and on budget • Experience in building meaningful relationships with Government and other investors
Knowledge and Skills	<ul style="list-style-type: none"> • Expertise in applying rigorous and ethical methods for evidence generation and translation into practice • Expertise in facilitating the development of high standard resources and tools for frontline workers and managers • Ability to contribute to organisational strategy and continuous improvement as an organisational leader • Well organised, and able to be flexible in managing competing priorities and deadlines • Excellent written communication skills with an ability to contribute to peer reviewed publications and write high level policy advice • Highly developed interpersonal skills with an ability to form and sustain meaningful partnerships • Strong analytical thinking and problem-solving skills
Personal qualities	<ul style="list-style-type: none"> • Commitment to YSAS' values • Commitment to personal learning and development • Self-awareness and confidence • Integrity and wisdom • Clear communication and direction • Good mediation and negotiation skills • Enthusiasm and ability to inspire • Adaptability and humility • A sense of humour

Behavioural Capabilities

Descriptors below detail the behavioural capabilities required for performance in the General Manager - Research & Practice role. KEY behaviours for this role are listed with the critical behaviours highlighted in **bold**. These behaviours have been drawn from a larger number of relevant.

Category	Behaviours
Strategic Direction	<ul style="list-style-type: none"> • Ensures program of work is aligned with YSAS' strategic plan • Continually reviews goals and plans to reflect changing priorities or conditions • Anticipates risks and manages these accordingly • Operates within a whole of agency context and considers multiple perspectives and agendas • Seeks to gather and understand all critical information when planning and making decisions • Demonstrates effective and consistent decision making in an environment of ongoing change and uncertainty • Champions new initiatives and stimulates change
Achieves results	<ul style="list-style-type: none"> • Defines conceptual ideas and objectives and translates these into concrete implementation plans • Creates a shared sense of purpose towards achieving YSAS goals • Holds self and others accountable for quality, timely and cost-effective results • Critically evaluates the problem in its entirety before identifying solutions • Considers potential implications of available solutions • Promotes and capitalises on innovative and creative solutions to resolve complex issues
Business Excellence	<ul style="list-style-type: none"> • Gives timely praise and recognition • Gives clear and honest feedback • Monitors business unit performance and seeks continuous improvement • Deploys resources astutely and identifies optimum resourcing combinations • Creates and aligns structures, systems and resources to better achieve objectives • Monitors expenditure and uses-cost benefit thinking to set priorities. • Sets clear performance standards • Manages unsatisfactory performance promptly
Working Relationships	<ul style="list-style-type: none"> • Represents and advocates for the agency and public sector effectively in public and internal forums • Uses appropriate strategies to constructively manage and resolve conflicts/disagreements promptly • Anticipates the position of other stakeholders and is aware of the extent of potential for compromise • Adopts and promotes a collaborative approach when working with stakeholders internal or external to YSAS • Forges strategic alliances to achieve objectives • Adapts interpersonal style to suit the situation and audience • Utilizes persuasion and negotiation techniques to gain buy-in from other stakeholders

	<ul style="list-style-type: none"> Actively listens to what others have to say and responds in an articulate and diplomatic manner
Personal Drive and Professionalism	<ul style="list-style-type: none"> Models and builds a culture of respect for others Provides impartial and constructive advice to others Clearly voices professional opinion and challenges difficult or controversial issues Encourages differences of opinion and uses this to enhance the operation of YSAS Remains optimistic under adversity and recovers quickly from setbacks Receptive to feedback and responsive to adjust own behaviour Engages in self-reflection and actively addresses own development needs Builds and promotes a high standard of occupational health safety and welfare in the workplace

Selection Criteria

1.	A detailed understanding of how to create the conditions that promote effective practice in: <ol style="list-style-type: none"> Youth AOD work Adolescent health and welfare services
2.	A detailed working knowledge of how to manage a research translation and practice improvement function within the community sector that is effective and financially sustainable.
3.	Ability to design and implement an organisational evaluation framework for the purpose of identifying 'what works' in practice and continuously improving YSAS services
4.	Expertise and experience in incorporating the participation of young people and families in the design and implementation of research and practice improvement initiatives
5.	Demonstrated capacity to bring together and manage intra and inter organisational research and practice improvement partnerships to achieve agreed outcomes
6.	Experience in leading small, multidimensional teams and creating the conditions for high performance
7.	Experience in building meaningful relationships with Government and other investors
8.	Ability to contribute to organisational strategy and continuous improvement as an organisational leader

Incumbent Statement

I accept the PD as acknowledged above and understand that the PD will be reviewed as required. I also understand that the PD may need to be amended occasionally due to variations in responsibilities and organisational requirements. Changes to the PD will be consistent with the purpose for which the position was established.

Acknowledged by occupant	----- (Print name)	----- (Signature)	----- /
Acknowledged by line manager	----- (Print name)	----- (Signature & title)	----- /

Job and Person Specification Approval

..... /...../..... DELEGATE (GM or Chief)