



Good Shepherd

Australia New Zealand

Position description

Title	Program Manager, Community Services
Reports to	Head of Financial Capability
Direct Reports	Up to 10 Coaches and Financial Capability Workers
Classification & Salary	SCHADS Level 8
Employment Status	Full time, Fixed Term Contract (18 Months)
Date	August 2020

Good Shepherd Australia New Zealand (GSANZ)

Our three-year strategy outlines the world we want to see and our role advancing in it. It also speaks to the positive impact we will deliver to support women, girls and families to be safe, secure, strong and connected. We are committed to tackling the issues of our time which adversely affect them. We work to advance equity and social justice and support our communities to thrive.

We seek to increase economic participation and wellbeing, to build resilience, improve safety and bring about system change. We offer microfinance programs and products, financial counselling and coaching, family violence support, family and youth programs and playgroups, education programs and community houses. These services are complemented by research and advocacy to address the underlying structural causes of injustice, exclusion, and inequality.

Role Purpose

Good Shepherd employees are committed to inclusive practice that responds to the specific needs, context and circumstances of service participants. We embrace the diversity and intersectionality of individuals and recognise a person's right to a unique identity comprising culture, language, ability, community, gender, sex, sexual orientation and lived experience.

The Program Manager, Community Services oversees the design and delivery of Good Shepherd financial capability programs, including our flagship Firmer Foundations program.

The role provides leadership to a growing team of financial capability workers, role models best practice coaching behaviour, and executes Good Shepherd's strategy for the growth of financial capability services that empower Australians to achieve greater financial wellbeing.

This role will form a part of a broader team of skilled professionals working closely to deliver a holistic support that is person centred and ensures people who present with financial and personal disadvantage are supported and empowered to address immediate and longer term financial vulnerability. As the Program Manager you will be responsible for:

Program Design

Firmer Foundations is Good Shepherd's flagship financial capability development program. During financial year 2021 this role will lead a complete design review of Firmer Foundations in order to position it for growth nationally, including as an online service.

The incumbent will provide subject matter expertise into the redesign process and will work with internal and external stakeholders to deliver a technology platform that virtualizes the financial capability development experience, both for practitioners and clients.

Team Leadership

Good Shepherd operates a range of financial capability development programs and employs a team of coaches and capability workers to deliver program services. The role will provide operational leadership to this team; participate in the recruitment of new team members; lead the professional development of team members; embed empathy and trust throughout the program to support clients to feel safe; embed a strengths-based approach to support clients to explore options and develop and implement strategies that empower them to achieve financial wellbeing.

Best Practice Coaching

The incumbent will maintain best practice coaching disciplines in collaboration with the leaders of other coaching programs including LaunchME, our Microenterprise Development program.

Key Responsibilities

- Provide operational leadership which includes:
 - Leading a client centred team of coaches and financial capability workers to deliver financial capability development programs.
 - Ensuring that financial capability delivery adheres to standards required by GSANZ in the practice framework, and the regulatory environment
 - Ensuring that the service is designed around client experience, stakeholder and employee experience
 - Overseeing data collection and analysis, and working in collaboration with the Financial Capability Operations Lead to provide reports to relevant leadership and stakeholder groups in line with agreements in place.
- Provide program design leadership which includes:
 - Executing the “Firmers Foundations 2.0” project, which will review the content and delivery mechanisms for Firmer Foundations, including developing Firmer Foundations as an online experience
 - Working with third parties including e-learning consultants, learning platform providers and others to support the virtualisation of Firmer Foundations
 - Overseeing a partnership with WIRE to document suitable design principles for financial capability programs that better meet the needs of women who experience intersectional vulnerability
- Lead development of a high-performing team through demonstration of capabilities outlined in Good Shepherds leadership capability framework; provide formal and informal supervision, set goals and manage contributions of direct reports; and contribute to the development of teams understanding, skills and capabilities
- Manage all aspects of the program and report on client engagement status, performance against agreed KPIs and emerging issues to support strategic decision processes and major or critical issues response
- Ensuring the wellbeing of all employees, providing them with appropriate support in their day to day roles
- Ensure high performance of program. Anticipate issues in delivery and take corrective action to ensure objective and program goals are met. Manage risks appropriately
- Undertake people leadership and workforce planning activities such as performance management and recruitment
- Build and sustain excellent relationships with leadership, colleagues, the team and all stakeholders
- Plan for peaks and troughs in workload and make commercial decisions to optimise workforce and resources.
- Ensure wellbeing of team, and provide them with appropriate support to ensure efficient and effective delivery of service to clients
- Propose strategic program adjustments to the Leadership team to ensure the program better suits the needs of clients.
- Comply with GSANZ policy, procedures and practice and participate in GSANZ organisational activities

Responsibilities of Good Shepherd Employees

Strategy

- Lead the program in line with agreed operational plan and Good Shepherd’s strategic plan
- Demonstrate understanding of social justice and community capability building concepts
- Contribute to the development of team members understanding, skills and capabilities

People

- Ensure formal and informal supervision, set goals and manage contributions of direct reports
- Lead development of a high-performance team through demonstration of capabilities outlined in Good Shepherds

leadership capability framework

- Coach team members for development in current role; quality process and practice, and support career development planning for future roles
- In partnership with People & Capability, identify development needs required to ensure high quality service delivery to clients
- Foster open communication and collaboration
- Participate in recruitment for the team
- Maintain positive and respectful relationships with people across the Good Shepherd Network
- Provide effective and timely team communication and change management
- Oversee team's wellbeing and recognition
- Demonstrate commitment to own learning and development
- Take responsibility for own wellbeing

Clients

- Ensure team delivers best practice services valued by clients
- Ensure a client directed approach and seamless service, avoiding duplication where possible
- Ability to implement trauma informed approaches to practice
- Offer service options including face-to-face, telephone and internet service delivery to optimise accessibility and suitability
- Ensure clients are referred to other service providers as required i.e. family violence, legal services etc.
- Ensure team delivers all services in line with relevant service standards and program procedures
- Ensure workload is balanced across the team to meet agreed KPI's and targets and maintain employee wellbeing
- Manage all data for analysis, reporting and service improvement recommendations; ensure timely reporting in line with funding agreement and internal requirements
- Manage service delivery in line with agreed budget
- Other duties as reasonably required

Service Delivery and Operations

- Ensure the service structure is scalable – able to be replicated to meet client demand and be operable from remote locations
- Ensuring services are integrated as required and delivered in line with relevant service standards and program procedures
- Oversight of best practice service delivery within team
- Work closely with the management to ensure effective, timely planning and delivery of agreed objectives, management of reporting and other strategic and program priorities.
- Tailor policies, procedures and guidelines to meet the needs of the funders, Good Shepherd, program and clients and ensure their ongoing alignment with changing needs.

Stakeholders

- Develop constructive, respectful relationships with all stakeholders (i.e. internal service leaders, Good Shepherd departments and employees, clients, referral networks, government departments)
- Work collaboratively with other service providers to deliver valued outcomes for clients
- Identify opportunities for new partnerships and collaboration
- Contribute to development of formal agreements

Compliance

- Demonstrate behaviour consistent with Good Shepherd mission, values, behaviours and policies at all times
- Maintain agreed quality standards and ensure team members maintain client files, case notes and information in accordance with Good Shepherd agreed quality standards
- Address behaviour inconsistent with required compliance standards in a timely and appropriate manner
- Maintain OH&S standards at all times and respond to incident in a timely manner; implement agreed actions in accordance with agreed timelines

Qualifications, Experience, Mandatory Requirements and Competencies

- Formal qualification in coaching, or related discipline and program design (including virtual platforms.
- Demonstrated ability to work in a culturally sensitive way with people from culturally and linguistically diverse (CALD) communities and Aboriginal families.
- Demonstrated understanding of social justice principles and community capacity building, and an ability to

contribute to the mission and spirit of the agency.

- Experience overseeing a similar program, well developed consultation and collaboration skills and be able to work in complex work environments
- Significant experience in the community services sector
- Experience leading and managing a large, and multi-site, virtual teams
- Experience in best practice program delivery and modern client and community engagement
- Demonstrated experience in monitoring and reporting program performance to targets, program outcomes and risks.
- A satisfactory Police Check
- A current Working with Children's Check (WWCC)

Competencies

- Calm in a busy environment, thinks clearly - can manage a large teams and complexity
- Can analyse and think deeply to assess risk and takes appropriate steps to mitigate and manage risk
- Inclusive, trauma informed, empathic, sound and supportive conversations that place the client's identity, needs and context at the centre, and, where appropriate, link the client with other services and agencies
- Be able to plan for peaks and troughs in workload and make commercial decision to optimise workforce and resources.
- Tailors messages to suit different internal and external stakeholders
- Credibly represents the organisation externally
- Consistently invests in and nurtures relationships
- Understands people and adapts their style accordingly
- Spots the gaps in programs and creates better outcomes
- Uses data to assist their decision making
- Is curious, looking for opportunities to optimise programs and results
- Computer Literacy skills

Key Selection Criteria

1. Formal qualification in coaching, or related discipline and program design (including virtual platforms.
2. Must be experienced in leading and managing teams and have experience leading a team of people in a flexible workforce model.
3. Demonstrated capacity to work flexibly and respectfully with a diverse range of people with complex needs, including people with cultural, gendered, social and economically diverse backgrounds, who experience health concerns or disabilities, carer's and people who have not previously accessed a community services system.
4. Commitment to the use of supervision, client and colleague feedback and professional development to continually improve practice
5. Extensive experience in the design and delivery of financial capability coaching
6. Experience working with technology providers and e-learning specialists
7. Experience working with a range of internal and external stakeholders and the ability to build and maintain strong collaborative relationships
8. Excellent communication skills – written, verbal and technological
9. Familiarity with program evaluation concepts, and experience with supporting program evaluation
10. Exposure to human-centered design and test-and-learn approaches
11. Experience and knowledge of financial inclusion

Values & Behaviours - We are all co-responsible for the delivery of the Good Shepherd Mission and living our values by modelling these behaviours in all that we do.

- Value of each person
- Reconciliation
- Justice
- Zeal
- Audacity

Additional information

Employment is subject to:

- Relevant Qualifications
- A current Police Record Check
- A current Working with Children Check (WWCC) or state equivalent
- Proof of the right to work in Australia

The above requirements will need to be supplied and verified prior to commencement

Work Health and Safety (WH&S): All team members are required to carry out their duties in a manner that does not adversely affect their own health and safety and that of others by reporting all incidents and injuries as well as cooperating with any measures introduced in the workplace to improve WH&S.

Pre-existing injury: The person appointed to this position will be required to disclose any pre-existing injuries or disease that might be affected by employment in this position. This will assist the organisation in providing a safe work environment.

Equal opportunity: Good Shepherd is an equal opportunity employer. We recognise the rich diversity of people across Australia. We are committed to ensuring that our team is reflective of the diverse community we serve and to supporting a culture of equity, inclusion and diversity.

All team members have a responsibility to be familiar with and adhere to the organisation's policies and procedures.

Child Safe Employer: Good Shepherd Australia New Zealand is a Child Safe employer. Employment is subject to satisfactory referee checks, a current employment working with Children Check, National Criminal History check and proof of the right to work in Australia.

Cultural competency: Good Shepherd strives to maintain a culturally competent and inclusive workplace. All team members are expected to undergo cultural competence training as part of their professional development plans.

Salary packaging is available to all employees.