

# WOMEN'S AND GIRLS' EMERGENCY CENTRE

Position Description	
Title	Director Client Operations
Salary	Non award contract
Status	Full time
Reports to	CEO
Team	Senior Leadership Team
Direct reports	4 x Service Managers
Location	Across all WAGEC sites: inner city and inner west and future sites
Date Approved	14/09/2020

## Organisational Context

The Women's and Girls' Emergency Centre (WAGEC) is a non-government, not-for profit charitable organisation. We deliver a range of crisis and medium-term accommodation and support services to women, children, young people, and families who are experiencing, or at risk of homelessness and/or domestic and family violence.

For over 40 years we have been doing this work across the lands of the Gadigal and Wangal people of the Eora Nation (Sydney's inner city and inner west regions), and working in partnership with community, business and government stakeholders.

### Our Vision

A safe future for women and families.

### Our Mission

WAGEC is a not for profit, charity based in inner city Sydney and the inner west, New South Wales.

We create safe spaces for women and families impacted by the effects of homelessness, domestic and family violence and systemic disadvantage.

We create enduring change in times of crisis through access to safety, housing and material support.

We work with our communities to advocate social change.

We are trauma-informed and culturally appropriate in our practice.

### Our Values

Our values underpin our guiding principles and the way we work. We are:

- Flexible and focused on our clients
- Creative and professional in all our work
- Always respectful and inclusive
- We act with integrity
- We are proactive
- We are compassionate
- We are feminist in our approach

Our approach allows us to think holistically as we work with clients and look beyond the immediate state to future possibilities and collaborations.

We believe that a strong work ethic and values are crucial to achieving our vision.

## **Position Purpose: Director of Client Operations**

The Director of Client Operations (DCO) leads the delivery of WAGEC's programs with women and children escaping domestic violence, and who are homeless and/or at risk of systemic disadvantage.

Our client programs and services provide secondary and tertiary support to women and children in the form of accommodation, material aid, biopsychosocial support and crisis responses. This work is underpinned by case management and group programs rooted in feminist, client-centred, trauma-informed and strengths-based approaches.

The DCO directly supervises four Service Managers who manage the day-to-day operations of our client accommodation sites and programs.

The DCO's responsibilities for client programs include financial management, human resource management, risk management, facilities management, contract management, assessing, measuring and reporting on performance and relationship/stakeholder management. This role ensures there are operational systems in place that enable staff to work efficiently, effectively and ethically.

This role is part of a senior management team of Directors that report to the CEO and contribute to the overall leadership and strategy of WAGEC.

### **The core responsibilities of this role are to:**

1. Lead, manage and support the Service Managers team
2. Oversee client program performance and compliance with WAGEC's ethical framework, practice standards, and funding, legal and contractual obligations
3. Manage client program resources, including human, physical and financial resources and assets through effective and efficient business systems and processes
4. Drive strategic partnerships and relationships in government, corporate, community and sector networks of interest
5. Use research, data and feedback to strengthen existing programs and develop new initiatives
6. Drive WAGEC's organisational culture through leadership

## **Core Position Responsibilities**

1. **Lead, manage and support the Service Managers team**
  - Champion the WAGEC Feminist Leadership Framework and Ethical Stance and role model its implementation with the Service Manager team
  - Create and maintain a high-performance environment through providing regular, structured supervision, feedback and performance management processes with Managers
  - Provide ad-hoc support through informal coaching and collaborative problem solving
  - Foster a connected, collaborative and coordinated Service Management team
  - Support Service Managers to effectively lead their teams and services
  - Identify issues and concerns requiring escalation within WAGEC
  - Maintain a strong and healthy professional identity and approach through participation in regular management supervision and professional supervision, and professional development.

- 2. Oversee client program performance and compliance with WAGEC's ethical framework, practice standards, and legal and contractual obligations**
  - Monitor and evaluate client program performance through the collection, analysis and dissemination of service data and client feedback within the organisation
  - Prepare reports for public dissemination to WAGEC's stakeholder groups including funders, supporters and community members.
  - Create business systems and processes that structure safety and support staff, volunteers and clients to be aware of standards, obligations and methods of work, and self-care.
  - Use performance data to identify and celebrate good practice and outcomes.
  - Use performance data to identify problems and service gaps and initiate performance improvement plans in a timely manner.
  - Support staff, volunteers and clients to understand the political and structural context of our work.
  
- 3. Manage client program resources; including human, physical and financial resources and assets; through effective and efficient business systems and processes**
  - Oversee the consistent implementation of WAGEC's human resource management policy and procedures with client program staff and volunteers.
  - In collaboration with the Chief Financial Officer, manage financial resources including developing annual program budgets, monitoring income and expenditure, ensuring accuracy of payroll, and program reporting.
  - Proactively manage risk through maintaining a risk register and ensuring all programs are complying with risk mitigation strategies
  - Ensure that all client sites are maintained in a clean, safe and orderly manner which is welcoming for clients, staff and stakeholders
  - Ensure all staff have the equipment and resources, in good working order, required to deliver on their work
  - Oversee the equitable distribution of donations and brokerage
  - Develop and maintain policies and procedures that support the delivery of client programs.
  
- 4. Drive strategic partnerships and respectful relationships in government, corporate, community and sector networks of interest**
  - Maintain open and accountable relationships with contract managers for our government funded core grants
  - Maintain mutually beneficial relationships with philanthropic, business and community-based supporters of WAGEC
  - Represent WAGEC'S interests directly to government and through participation in sector networks, activities and advocacy
  - Work collaboratively with the Leadership Team to present a diverse, informed and client centred public face of the organisation.
  - Contribute to delivering WAGEC's Communications Strategy, Primary Prevention Strategy and Fundraising Strategy

**5. Use research, data and feedback to strengthen existing programs and develop new initiatives**

- apply continuous improvement methods to strengthen client services and client outcomes in collaboration with the Clinical Governance Director
- develop new programs and services in response to client feedback, data and research.
- Work with Fundraising and Engagement Director and Volunteer Coordinator to access new human and/or financial resources to support new program development
- Monitor sector trends to identify emerging best practice approaches to client work.

**6. Drive WAGEC's organisational culture through leadership**

- Create and maintain a positive work culture by working in a manner consistent with WAGEC's vision, values and mission and being a role model to other staff, volunteers and clients.
- Drive WAGEC's overall social impact by delivering on role expectations, from time to time performing other duties as requested by the CEO and being a proactive Leadership Team member.

## Core Competencies

<b>Behavioural</b>	<ul style="list-style-type: none"><li>• Self-motivated</li><li>• Growth mindset</li><li>• Managing complexity and dynamic environments</li><li>• Develop and maintain mutually beneficial relationships with clients and stakeholders</li><li>• Communicate effectively with diverse stakeholder groups in written and verbal forms.</li><li>• Critical thinking, problem solving and decision making</li><li>• Ability to prioritise competing tasks to complete workload</li><li>• Ability to work unsupervised under broad direction of management</li><li>• Commitment to trauma-informed, client-centred and strengths-based service delivery</li><li>• Commitment to WAGEC's vision, mission, values.</li></ul>
<b>Specialist Knowledge</b>	<ul style="list-style-type: none"><li>• Management of trauma-informed, client-centred and strengths-based programs.</li><li>• Case management</li><li>• Provision of crisis and medium-term housing</li><li>• Work with women and children experiencing crises, homelessness domestic and family violence and/or other structural disadvantage</li><li>• Applying a feminist, intersectional and gender lens to programs</li><li>• Operate within the NSW policy environment and service system particularly DFV and homelessness policy</li><li>• Managing and leading human service professionals doing client-based work</li></ul>
<b>Specialist Management Knowledge</b>	<ul style="list-style-type: none"><li>• Program management within a not for profit organisation setting</li><li>• New program development</li><li>• Financial management</li><li>• Human resource and performance management</li><li>• Asset management</li><li>• Contract management</li><li>• Risk management</li><li>• Providing organisational leadership as part of a senior leadership team</li><li>• Service design and innovation</li><li>• Strategic network and partnerships</li><li>• Lead WHS</li><li>• Communicate persuasively with diverse audiences</li><li>• Develop and monitor systems, policy and procedures</li><li>• Report writing</li><li>• Monitoring and evaluation</li></ul>

## Experience and Education

### ESSENTIAL EXPERIENCE

Extensive experience in:

- All aspects of organisational and program management in human services settings.
- Business acumen applied to complex, human services settings.
- Creating ethical, and high-performance team cultures
- Developing and delivering persuasive communication for internal and external audiences
- Monitoring and evaluation of client-based programs and applying this to continuous improvement and growth
- Creating and maintaining relationships with diverse, complex and senior stakeholders
- Financial management including forecasting, budget preparation, monitoring and reporting
- Managing resources and facilities
- Managing government contracts and compliance

### DESIRABLE EXPERIENCE

- Experience working in organisations that use a trauma-informed, client-centred and strengths-based approach.
- Experience working and leading within feminist social policy settings
- Understanding of the NSW Child Protection system and mandatory reporting guidelines
- Knowledge or experience of DFV and homelessness services system
- Experience delivering government social services contracts, Specialist Homelessness Services or other related contracts.

### EDUCATION / QUALIFICATIONS / CERTIFICATIONS

- Relevant tertiary qualifications in social work, psychology, social science, business, public policy or related area.  
OR
- Capacity to demonstrate skills, knowledge and work experience that are commensurate to the requirements of the role.

Required:

- Current Working with Children Check
- Criminal record check clearance
- NSW Drivers licence

*WAGEC is committed to creating an inclusive and diverse staff team.  
If you think you have what it takes to do this role, but you don't meet our selection criteria, please get in touch anyway to discuss your situation. We recognise that sometimes the right person for a job is based in personal qualities and not just qualifications.*

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Manager's Signature: \_\_\_\_\_ Date: \_\_\_\_\_