

# **SACS Consulting**

## **Competency Based Recruitment**

### **Assignment Specification**

## **General Manager Outcomes**

### **(Operations)**

**Central Highlands and Wimmera Region**

for

## **Melba Support Services**

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## organisation background

# Vision, Values & Purpose

### Vision

A society that values the individuality and rights of all people.

### Purpose

To open up a world of opportunities for people to live a fabulous life.

### Values



Human Rights



Passion



Creativity



Flexibility



Fun

### Melba's unique value proposition

A capacity to support people with complex needs who cannot be supported easily by other organisations.

An absolute commitment to human rights, positive behavior support and zero tolerance to abuse in all forms together with a strong focus on outcomes.

### Moving forward

Through this Strategic Plan, Melba will:

- Support individuals to achieve outcomes
- Drive quality
- Deliver essential back-of-house functions
- Manage change
- Create innovation
- Empower our workforce
- Shape the future
- Simplify services

## Goal 1 Drive outcomes and quality

**Goal**  
People purchasing services from Melba receive excellent service that enables them to achieve their desired personal outcomes.

**Aspiration**  
Melba invents the next best practice in disability support provision.

**Critical actions**

- Measure outcomes through the Personal Outcome Measures tool across Melba
- Enhance service delivery through technology
- Improve communication for people we support through the use of technology
- Establish and nurture reputation in new regions as "best practice provider"
- Commit at governance and operational levels to a culture of environmental consciousness and responsibility

**Cultural imperatives**

- Inspire a culture of continuous improvement
- Drive best practice
- Imagine a future of technology-supported service delivery

**Risk mitigations**

- Use POMs data and research findings to drive quality improvement activities
- Complete rigorous business needs analysis prior to implementing new systems
- Develop comprehensive change management plans for new systems
- Ensure NDIS plans include funding for specialist communication support services where needed

## Goal 2 Continue our growth

**Goal**  
Melba will grow to meet the needs of individuals and families. Growth will be managed and considered in locations and services where we can make a positive difference. Excellence in service delivery will be fundamental to growth. Growth will not be at the expense of existing services.

**Aspiration**  
Melba becomes a national disability support provider.

**Critical actions**

- Consolidate current growth
- Develop scalable, sustainable, responsive, and integrated organisational systems to support organisational growth
- Explore new service delivery locations
- Become a provider of choice to CALD and indigenous communities
- Expand therapeutic services

**Cultural imperatives**

- Develop community capacity, attitudes, understanding, awareness leading to greater inclusiveness
- Embrace feedback as a vehicle for learning
- Dare greatly

**Risk mitigations**

- Invest in quality assurance and improvement initiatives, and supporting IT systems, to underpin growth in services
- Undertake workforce initiatives (see goal 3) to sustain service growth

## Goal 3 Empower our workforce

**Goal**  
Melba has a vibrant, thriving culture and an engaged, skilled workforce that is inclusive and accountable.

**Aspiration**  
Melba is a world leader in providing disability supports.

**Critical actions**

- Develop a creative recruitment plan
- Expand succession planning
- Provide comprehensive and tailored learning and development opportunities to support and empower Melba's workforce
- Streamline industrial arrangements
- Measure and act on staff engagement levels
- Promote clear career opportunity pathways at Melba

**Cultural imperatives**

- Cultivate an empowered and curious workforce and a joyful workplace
- Nurture and embed 'The Melba Way' across all Melba services
- Feed our organisational soul (flexibility, high quality, delivering what we promise)

**Risk mitigations**

- Conduct exit interviews to inform workforce practices
- Develop additional target metrics to measure and monitor workforce health and performance
- Invest in innovative recruitment strategies

# position specification

## position

### **GENERAL MANAGER OUTCOMES (OPERATIONS) – CENTRAL HIGHLANDS AND WIMMERA REGION**

## reporting relationships

#### **Reports to:**

- ◆ Chief Outcomes (Operations) Officer

#### **Direct Reports:**

- ◆ Senior Outcomes Manager (vacant)
- ◆ Outcomes Manager (x 7)
- ◆ Arts Coordinator (x 1)
- ◆ Outcomes Administrator (x 1)
- ◆ Executive Assistant

#### **Indirect Reports:**

- ◆ Approximately 200 indirect reports

#### **Key Relationships:**

- ◆ The people that Melba supports
- ◆ The families / informal supports of the people Melba supports
- ◆ Melba Support Services Senior Leadership team
- ◆ Funding bodies
- ◆ Regulatory and accreditation bodies
- ◆ Peak bodies
- ◆ Network organisations / groups / other service providers

## term

Full time, ongoing

## objectives

The General Manager Outcomes (Operations) will provide leadership to the Central Highlands and Wimmera region which comprises Ballarat, Horsham and Nhill. The incumbent will support transition from traditional models of funding to the NDIS and ensure the subsequent growth of a wide range of individualised supports and services across the region, optimising overall performance of the services provided to ensure the continued success of Melba in supporting people to live fantastic lives of their choosing.

## position background

The position has become available due to the upcoming departure of the current incumbent.

## responsibilities

#### **General Responsibilities**

- ◆ Commitment to Melba's vision, missions, values, human rights framework and Zero Tolerance.
- ◆ Compliance with Melba's code of conduct, privacy, workplace health and safety policies and procedures.
- ◆ A commitment to creating and fostering a workplace free from bullying, harassment or any form of unreasonable behaviour towards a person, group of people or Melba.
- ◆ Conduct all duties and responsibilities in accordance with Melba's policies and procedures.

- ◆ Ensuring that all duties, responsibilities and behaviours support and comply with equal opportunity, cultural diversity and human rights values and expectations.
- ◆ Ensuring that interactions with co-workers and people supported are culturally appropriate and sensitive to each individual's needs.
- ◆ Provide opportunities that support people to live a life of their choosing irrespective of their background and differences.
- ◆ Maintain personal knowledge of relevant legislation, service standards and contemporary practices to support the role through professional development activities.

#### **Strategic Plan**

- ◆ Lead, communicate and promote the Melba Vision, Values and Purpose and Strategic Plan.
- ◆ Develop and implement a Regional Business Plan that is congruent with the Melba Strategic Plan.
- ◆ Assess, document and strategically respond to risks arising from strategy, business development, individualised support, OHS&W and workforce management.
- ◆ Report back monthly on progress of Regional Business Plan to Company (Employees & Board of Management)

#### **Development of a Harmonious Team**

- ◆ Develop and maintain a collaborative and harmonious team and structure
- ◆ Maintain low staff turnover and absenteeism by fostering a positive team environment
- ◆ Engage with staff and consider all direct feedback provided from both service users and team members
- ◆ Possess and ensure zero tolerance to any forms of violence abuse, neglect or exploitation to both those who use and provide Melba services

#### **Community Capacity Building**

- ◆ Attend industry and local community events to understand concerns of those who may be affected by the change, develop a positive relationship with the community and identify gaps in regional support offerings
- ◆ Ensure cooperative relationships and liaison with advocacy organisations

#### **Operational Support**

- ◆ Ensure compliance with NDIS policies and procedures
- ◆ Understand and ensure compliance with all requirements of quality and safeguard frameworks pertinent to the National Disability Insurance Scheme (NDIS) and disability services under the Disability Act 2006 (Vic).
- ◆ Work collaboratively with the Regional General Manager Outcomes team and the General Manager Practice, Quality and Safeguards to embed best practice person-centred support across all service provision
- ◆ Provide excellent strategic and financial management

- ◆ Prepare, manage and ensure performance within annual budgets
- ◆ Manage stakeholders and be able to prioritise tasks based on changing demands in a fast moving environment undergoing change
- ◆ Ability to develop, and support the change of, systems and processes
- ◆ Provide skilled project management
- ◆ Maximise capacity and efficiency of workflow

#### **Human Resources**

- ◆ Ensure staff understand and work in accordance with the NDIS guidelines
- ◆ Maintain a working knowledge of all pertinent industrial agreement
- ◆ Foster and develop a high-performing team with a desire to provide outstanding services to the people who purchase our services
- ◆ Maintain and ensure adequate workforce planning
- ◆ Provide exceptional leadership and strong interpersonal skills
- ◆ Be an empowering and assertive leader
- ◆ Be flexible and resilient
- ◆ Develop strong collaborative partnerships with your team and those in the community who will utilise our services
- ◆ Provide advice and assistance for employees on OHS&W, operational, corporate governance, quality matters as relevant and required from time to time
- ◆ Maximise employee productivity
- ◆ Liaise with the People and Culture division on learning and development, industrial relations and strategic workforce planning

#### **Regional Development**

- ◆ Promote Melba as a quality provider of a diverse range of support offerings
- ◆ Develop support options based on a knowledge of unmet and under demand
- ◆ Initiate Regional Consultative forums to better understand and respond to local needs

#### **Occupational Health, Safety and Wellbeing (OHS&W)**

- ◆ Take reasonable care of their health, safety and wellbeing and that of others.
- ◆ Observe safe systems of work
- ◆ Follow OHS&W policies and procedures
- ◆ Report hazards, near misses and incidents in accordance with the agreed incident reporting system
- ◆ Contribute to a positive culture in relation to OHS&W and participate in consultative structures

# real world outcomes

This document sets out the Real World Outcomes and the resultant core competencies that relate to the position.

RWO	measurement
<b>Leadership of a Harmonious Team</b>	<p>The General Manager Outcomes (Operations) has developed and maintained a cohesive, harmonious team and structure to the satisfaction of the Chief Outcomes (Operations) Officer, ensuring workforce adequacy across the domains of recruitment, retention, wellbeing, support and development. Measurement is the direct feedback of staff, acceptable levels of industrial intervention and staff turnover and statistics such as absenteeism.</p>
<b>Zero Tolerance of Violence, Abuse, Neglect and Exploitation</b>	<p>The General Manager Outcomes (Operations) has embedded zero tolerance of violence, abuse, neglect and exploitation to both those who use and provide Melba services. Measurement is the direct feedback from staff and users of Melba services.</p>
<b>Compliance</b>	<p>The General Manager Outcomes (Operations) has met all required accreditation, contractual obligations and compliance measures, including the successful transitioning of DHHS services' funding, to the satisfaction of the Chief Outcomes (Operations) Officer. Measurement includes relevant audit results, human rights checklist results and compliance with relevant contracts.</p>
<b>Daily Operational Management</b>	<p>The General Manager Outcomes (Operations) has effectively handled daily operational management as well as any emerging issues. Measurement is positive feedback of the stakeholders involved and the satisfaction of the Chief Outcomes (Operations) Officer.</p>
<b>Budget Management</b>	<p>Capital and operational expenditure has been planned and managed appropriately and effectively by the General Manager Outcomes (Operations), as reported in relevant financial statements and reports to the satisfaction of the Chief Outcomes (Operations) Officer.</p>
<b>Effective Stakeholder Management</b>	<p>The General Manager Outcomes (Operations) has established effective, positive relationships with key stakeholders including, but not limited to, relevant bodies and groups, advocates, Union Organisers and Delegates, and Carer Support organisations. Measurement is feedback from stakeholders.</p>
<b>Project Delivery</b>	<p>The General Manager Outcomes has delivered agreed initiatives and projects for the region. Measurement is the satisfaction of the Chief Outcomes (Operations) Officer and all set objectives have been achieved.</p>

# core competencies

## skills

### Competencies Required:

1. Exceptional people leadership skills
2. Change management skills
3. Customer service skills
4. Skilled in strategic development and management
5. Skilled in financial management - budgets
6. Strong interpersonal skills
7. Stakeholder engagement and management skills
8. Excellent written and verbal communication skills
9. Time management skills
10. Able to prioritise
11. Skilled in presentation - groups
12. Skilled in project management
13. Able to develop and implement systems and processes

## knowledge / experience

### Competencies Required:

1. Significant leadership experience in the management of disability services or related sector
2. Excellent working knowledge of the NDIS and relevant legislative frameworks in the provision of Disability Services. This includes but is not limited to NDIS Act 2013, the Disability Act 2006 (Vic), Disability Service Safeguards Act 2018 (Vic)

## qualifications

1. Relevant tertiary qualification/s beneficial

## values / attitudes

### Competencies Required:

1. Energetic and committed
2. Passionate about human rights
3. Strategic thinker
4. Performance oriented
5. Autonomous
6. Collaborative and committed to partnerships

7. An empowering leader
8. An assertive leader
9. Flexible
10. Resilient
11. Creative, problem solver and initiative taker
12. Committed to achieving results

## application process

Our typical application process is detailed below. Please don't be alarmed if this process alters slightly as from time to time there are unforeseen delays and some of our clients request alterations to the below process.

Your application to SACS will initially involve you applying online and submitting your current resume SACS for our review in relation to a particular position.

Upon review of resumes, candidates whose resume appears to match our client's brief will be emailed a series of behavioural questions (5-8). These candidates will then be requested to email a response of 1-2 paragraphs per question back to SACS. This forms a more formal application to the role and in most cases these answers will be presented to our client in a formal candidate report.

Upon review of responses, you may then be progressed to an online Zoom video interview with 1-2 SACS Consultants. In general your Consultant will be back to you within 10 working days of the interview to advise you if you will be progressing to the panel interview process with our client.

Our client then meets you usually in a panel format (this will likely be via online video conference), one of your SACS Consultants may also be on the interview panel.

You will be given a timeframe at the panel interview and we will ensure you are advised of the outcome of your application within the agreed timeframe.

If you are taken forward from the panel interviews you will then be requested to complete psychological testing which we typically ask you to complete online, through the SACS Psychometric Assessment Portal. If you are successful in making it to the final stage of the process, we will request that you provide us with two work related referees.

If you need assistance or adjustments to participate in the application or interview process, please contact Jade Polkinghorne on 1300 130 965 or [jadep@sacsconsult.com.au](mailto:jadep@sacsconsult.com.au).

If you have any questions about your application at any stage please don't hesitate to call us on 1300 130 965.

**To apply** for this exciting position with Melba Support Services please visit our website <https://sacsconsult.com.au/job-seeker/> and apply via the role.