



Position Description

Position Title	General Manager – Services and Impact	Team	Executive
Reports to	Chief Executive Officer (CEO)	Effective date	TBC, 2021
Responsible for	Strategic and operational leadership and oversight of all service development, operations and funding (principally Department of Families, Fairness and Housing and Family Safety Victoria) including review and redesign for Orange Door implementation and for ongoing future service development	Location	Ringwood, Victoria On site presence as required at Orange Door sites (Box Hill / Lilydale, Victoria) Co-locations across the Eastern Metropolitan Region
Remuneration and conditions	An attractive remuneration package will be negotiated with the successful applicant. While legislation allows, Salary Packaging is offered with this position. All offers of employment at EDVOS are subject to a six month probationary period.		

Organisational Overview	<p>EDVOS is a leading specialist family violence service in Victoria. Our work is focused across seven Local Government Areas including Boroondara, Manningham, Whitehorse, Monash, Knox, Maroondah and Yarra Ranges. Some of our training, education and primary prevention programs are national.</p> <p>We provide an integrated range of support and services to empower women and children who have experienced and are responding to family violence. We focus on ensuring the safety of women and children, and the accountability of perpetrators. We provide support, information, case management, risk assessment, safety planning, community education, programs for pet safety and a strong network of referral pathways to other services.</p> <p>EDVOS has experienced an exponential increase in funding and workforce, from approximately \$3M and 27 staff in 2014/2015 to \$13.5M and 106 staff in 2020/2021, with an expectation to grow to \$18M over the next three years with the implementation of the Orange Door initiatives in both the Inner and Outer East.</p> <p>EDVOS will play a pivotal role in the Orange Doors, with operations scheduled to commence in July 2021. There will be further change and opportunities for the organisation as we continue to leverage the investment from the Royal Commission.</p> <p>EDVOS is predominantly funded to work with women and children. It is recognised that being female is the biggest risk factor for experiencing family violence. EDVOS acknowledges that family violence can take many forms such as intimate partner violence, child abuse, elder abuse, carer abuse, parental abuse and sibling abuse. Our specialist family violence response services are mostly directed towards women, including women from the lesbian, gay, bisexual, trans and intersex (LGBTI) communities, children, pets and other animals, who are responding to any form of family violence.</p> <p>EDVOS is committed to assisting all people, regardless of ethnicity, race, religion, sexual orientation, gender identity, age and ability within our community and can also</p>
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	<p>provide access to other family violence services that are most suitable to the individual's unique needs and goals.</p> <p>EDVOS predominantly employs women, including women from the lesbian, gay, bisexual, trans and intersex (LGBTI) communities, as per the findings of Equal Opportunity exemption H327/2017 and by special measure. This is due to the specialist nature of the work and the services that EDVOS provides to women and children who are responding to family violence in the community.</p> <p>EDVOS actively promotes a safe and inclusive workplace where workers are free from discrimination and are afforded dignity and respect.</p> <p>EDVOS is a child-focused and child safe organisation and is committed to promoting and protecting the safety and interests of children. This includes the cultural safety of Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds as well as children who identify as LGBTI and children with a disability.</p>
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Role Overview	<p>As part of a transformational change agenda this role will work with the CEO to deliver on the organisation's evolving service model, Theory of Change and new Strategic Plan (2021-24) as well as strategic oversight of service operations to maximise outcomes and impact.</p> <p>The role is responsible for strategic and operational leadership of EDVOS's services and programs including specialist risk assessment and safety planning programs and service suite, from crisis response to case management and recovery. The role will focus on strategy, growth, evidence-based practice and building a skilled and sophisticated workforce capable of responding to a maturing sector.</p>
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Job Specific Responsibilities	
Key Function	Deliverables
Sector and Organisation Purpose & Values	<ul style="list-style-type: none"> Contribute to the development of a new contemporary, innovative and progressive strategic plan and annual operational / business plans to achieve EDVOS' purpose and objectives. Take an active role in leading the organisation, as part of the Executive Management Team, to deliver on the strategic and operational plans through a collaborative and strengths- based approach. Maintain and enhance an understanding of the history, purpose and values as well as current developments and future directions in the family violence sector. Provide staff with clarity on the link between the specialist family violence sector's principles based on intersectional feminism and EDVOS' strategic priorities. Support staff to directly contribute to achieving the organisational purpose in line with EDVOS values.
Impact and Client Centricity	<ul style="list-style-type: none"> Review, develop and redesign client-centric programs and service models that deliver on the Theory of Change, meet funding requirements and client need. In conjunction with the Executive Management Team, develop an outcomes measurement framework that measures success against long term strategic objectives in the short-medium term (including lead and lag indicators). Evolve, adapt and implement contemporary service requirements, based on evidence, best practice and sector reform.

	<ul style="list-style-type: none"> • Develop strategies to strengthen inclusion of clients of all identities, cultures, backgrounds and abilities, and lead the development of an intersectional approach / model. • Create a balanced scorecard that tracks achievements of services outcomes and impacts, allowing the team to quantify their contribution, and build a sense that they are making a difference. • Build a structured approach to shadowing to assist newer team members embed client-centric practices into their work. • Build, monitor and evaluate consistent practice across all program and service areas. • Demonstrate a commitment to translate identified gaps into advocacy opportunities to enhance women and children’s experience of services.
Partnerships and sector collaboration	<ul style="list-style-type: none"> • Contribute to the development of partnerships in the family violence and broader community sector that support strategic objectives and data-driven impact and outcomes. • Keep abreast of, and contribute to, reforms, developments and collaborations in the family violence and broader community services sectors. • Co-chair the Risk Assessment Management Panel (RAMP) in conjunction with Victoria Police.
Leadership & Teamwork	<ul style="list-style-type: none"> • Be an effective, contemporary leader that empowers, supports and inspires all staff to excel in their respective roles. • Increase the exposure of service delivery staff to EDVOS’ strategy, building an understanding of how they can directly support the organisation achieve its strategic objectives. • Build cross- departmental processes and structures to support active collaboration and high- functioning teams. • Ensure that induction, training and capability is built into the onboarding and development of staff. • Oversee structured processes for supervision, training and ongoing professional development. This may include shadowing experienced staff, formal mentoring relationships and building mechanisms for knowledge- sharing and information transfer. • Empower staff by identifying opportunities to build confidence (ie) cultural immersion for new hires before encouraging (and clearly stating an expectation for) staff to work autonomously.
Quality, risk and financial management	<ul style="list-style-type: none"> • Ensure quality management systems and processes are embedded in services operations and operating effectively and that contractual and quality compliance requirements are met. • Monitor internal and external operating environments (including policy and funding contexts) to identify and respond to opportunities and risks within programs and service areas. • Contribute to the development and ongoing management of the long term financial plan, annual operational and capital budgets as well as ensure financial viability of service areas. • Ensure legislative compliance is met and maintained in relation to all aspects of service delivery.
Personal & Professional Accountability	<ul style="list-style-type: none"> • Be accountable, lead by example and create a workforce environment that is productive, supportive and accountable. • Build accountability within the team through clarifying expectations for how individuals should take responsibility for their individual actions.

	<ul style="list-style-type: none"> • Build professional development plans and role requirements, and monitor them over the long term. • Support teams to develop and monitor departmental business plans.
Communication	<ul style="list-style-type: none"> • Develop and deliver open and transparent communication mechanisms, both internally and externally. • Explore learning opportunities to improve written and verbal communication within the entire service delivery function. • Develop capability in communication, irrespective of background or ability, as effective communication is key to organisational success at all levels.
Innovation & Change	<ul style="list-style-type: none"> • Develop a framework that governs the process for delivering change initiatives, and the accompanying training required to support change implementation. • Empower experienced team members and leaders to champion change initiatives, formally incorporating this requirement in their role descriptions. • Ensure the whole team understands the reason and rationale for major changes, and provide support and guidance on how these changes can be incorporated into their work. • Think creatively and innovatively in a rapid change environment. • Challenge assumptions, process and systems and models impact, opportunity and risk. • Consider internal and external context and problems solve, engage and communicate from incubation to implementation phase. • Establish internal and external networks in relevant areas and at influential levels, including at a board, executive and government levels. • Develop collaborative relationships and seek mutual beneficial outcomes. • Acknowledge contributions and seek agreement as required to implement change initiatives. • Engage key stakeholders and drive and re-enforce desired change. • Identify, support and empower change champions to build ‘behind the scenes’ support, encourage and reinforce desired change.
Problem Solving	<ul style="list-style-type: none"> • Support teams to focus and apply their problem-solving abilities to complex clients, systemic and organisational issues. • Seek input from service delivery staff in strategic decision-making processes to build the team’s understanding of how they can contribute in a non-client facing capacity to achieving EDVOS’ objectives. • Focus on developing the confidence of team members in a practice context, supporting mature, independent decision making.
Emotional Intelligence	<ul style="list-style-type: none"> • Provide a framework for understanding the value of emotional intelligence, including self-awareness and empathy. • Continue to support the team and its leaders to develop emotional intelligence, as it is critical to the delivery of effective client services.

Executive Core Capabilities		Core Values	
Resilience <i>High level individual coping strategies.</i>	<i>Flexible, adaptive and able to work well under pressure, including leading workforce through complex scenarios to achieve desired outcomes, demonstrating a high</i>	Equity <i>Prioritising the use of resources to address inequities in our society.</i>	<i>Leads by examples and is always fair, equitable and transparent. Applies gender inequality and social inequality lens to program and service delivery models.</i>

Executive Core Capabilities		Core Values	
	<i>level of resilience in difficult situations. Leads by example.</i>		
<p>Commercially focused</p> <p><i>Critically analyse service outputs against internal and external factors.</i></p>	<p><i>Applies principles of commercialisation and financial planning models to decision making. Builds contingencies and analyses market trends to reduce financial risk and predicts changes that may impact upon long term.</i></p>	<p>Collaboration</p> <p><i>Striving to be a valued partner by working collaboratively with others.</i></p>	<p><i>Collaborates internally and externally to achieve the best outcomes for clients, staff and the organisation. Seeks new and exciting opportunities.</i></p>
<p>Inclusive</p> <p><i>Works to engage with others and actively seeks others input to achieve a common goal.</i></p>	<p><i>Communicates organisational purpose, vision and workforce culture that generates commitment, in an accessible and inclusive manner. Contributes to Executive Team performance and engages all levels of staff, as relevant.</i></p>	<p>Respect</p> <p><i>Concern for human rights as well as the experiences and aspirations of others.</i></p>	<p><i>Provides outstanding levels of person-centred service. Leads person centred service design and delivery. Empowers clients to be involved in service design. Support others to achieve.</i></p>
<p>Progressive</p> <p><i>Improve the lives of our clients and communities through contemporary practice.</i></p>	<p><i>Applies, progressive, innovative and strategic thinking to all work areas and establishes team processes and environments to encourage innovation.</i></p>	<p>Innovation</p> <p><i>Displaying resourcefulness and innovation, focusing on positive and sustainable outcomes.</i></p>	<p><i>Seeks alternative and innovative solutions to a range of work areas. Leads a creative, innovative, solution driven, workforce culture.</i></p>
<p>Diversity</p> <p><i>Clearly shows respect for diverse backgrounds and experiences.</i></p>	<p><i>Fosters a diverse and inclusive environment bringing together different cultures, backgrounds, ideas, and experiences. Identifies creative approaches to ensure a representative workforce and a working environment that benefits from diverse strengths.</i></p>	<p>Advocacy</p> <p><i>Actively speaking and behaving in a way that advances human rights.</i></p>	<p><i>Engages in mechanisms that contribute to the body of evidence, promotes internal and external engagement in advocacy strategies. Strives for systemic change.</i></p>
<p>Technology</p> <p><i>Embraces and uses technology to improve service delivery.</i></p>	<p><i>Understands and embraces effective use of technology to achieve results, and ensuring teams are effectively using technology and embracing changes. Ensures support and training for new system roll-outs.</i></p>	<p>Accountability</p> <p><i>Responsible for delivering high quality, evidence-based services AND; working to ensure perpetrators of violence are held to account for their actions.</i></p>	<p><i>Holds self, peers, direct reports and broader team accountable for measurable, high-quality, timely, and cost-effective outputs. Determines objectives, sets priorities, and delegates work</i></p>

Job Specific Capabilities	
<p>Strategic</p> <p><i>Contributing to and delivering on EDVOS's strategic framework and associated plan.</i></p>	<p><i>Deep thorough working knowledge and application of the organisation strategic direction. Contributes to the strategic planning process and drive outputs. Aligns and models' consistent behaviours. Providing direction and linkages to goals, vision and strategy. Works collaboratively with other executive and senior managers to ensure cross-organisational goals are set and implemented.</i></p>
<p>Executive Management</p> <p><i>Leading and engaging teams to deliver services. Lives and promotes</i></p>	<p><i>Translates and effectively communicates the purpose, vision and culture for the organisation or major parts of the organisation. Is an effective change manager. Provides overall leadership on major projects. Manages relationships on key strategic issues. Works effectively to reduce silos and encourage collaboration across groups. Ensures staff meeting all service reporting and documentation requirements and are continually</i></p>

Job Specific Capabilities	
<i>the values and goals of the organisation.</i>	<i>supported to provide quality client care. Interacts and influences effectively at all levels. Develops and/or applies policies and programs for effective operations.</i>
Transformational Change <i>Supporting and promoting organisational change.</i>	<i>Takes responsibility for leading, directing, and managing organisational change. Initiates change initiatives and constructs process around the change and how to manage staff through the change. Leads and supports.</i>
Capacity Building <i>Build the capability and capacity of staff.</i>	<i>Continually monitor, review and adapt knowledge-based service approach. Aligns and manages functional areas and ensures that workforce management activities are consistent with organisational expectations. Builds diverse and high performing teams that provide exception client care and support, encourages development and learning. Implements workforce planning and talent management strategies that reflect priorities. Contributes to developing HR systems.</i>
Risk <i>Ensuring that risks are effectively assessed, mitigated and managed.</i>	<i>Develops, analysis and assesses risks and solutions to ensure department and organisation is compliant with risk objectives. Understands and determines the business impact of decisions, on the function and knowledge of the sector and organisation. Communicates the impact of identified risks and recommends corrective action and implement.</i>
Stakeholders <i>Open and transparent communication and engagement.</i>	<i>Develops and delivers routine and cyclical community engagement strategies that support continuous improvement, engages stakeholders in the work of EDVOS and educates and influences internal and external audiences.</i>
Partnerships <i>Develops key Partnership to support.</i>	<i>Develops and maintains meaningful partnership that contribute to service innovation, quality service delivery and positive client outcomes. Collaborates with funding bodies and key service providers to deliver on service excellence.</i>

Knowledge, Skills & Experience - Key Selection Criteria

- Advanced senior/ executive management level experience in a service-based organisation, working with contemporary, evidence-based program and service delivery models in a high risk environment
- Advance senior executive management level experience in strategy, transformation leadership, financial management and workforce development
- Ability to analyse external and internal environmental factors, including government policy, and apply these to strategic and operational organisational contexts
- Academic and practical understanding of evidence-based Family Violence service delivery models and the ability to continually, review and develop practice
- High level interpersonal skills with the demonstrated ability to develop sound working relationships with the Board, management, staff, clients, funders, partners and other stakeholders
- Substantial experience working within both operational and strategic settings
- Excellent report writing and high-level communication skills
- Excellent networking and partnership development skills

Education / Qualifications / Certifications

- Tertiary level qualification in psychology, social work, social or behavioural sciences or other relevant discipline/s or demonstrated equivalent experience
- Seven or more years' experience in managing similar revenue streams and workforce capacity
- Post graduate qualifications in research and / or evaluation methodology would be desirable
- A high level of proficiency and experience with Microsoft office suite
- Current Driver's License is required for this role

Additional requirements

- Frequent travel within the Inner and Outer regions of Melbourne
- Occasional travel within Melbourne Metropolitan region and rural and regional Victoria
- After hours and weekend work will be required
- Ongoing training and professional development

Employee declaration:

I acknowledge that I have read, understood and accept the duties, responsibilities and obligations of the above position description. I understand that this position description is a guide and reasonable additional duties may be requested of me during the course of my employment. This position description will be reviewed annually to maintain its relevancy and meets organisational objectives.

Name:

Date:

Signature:

Authorised by CEO (or delegated authority):

Name:

Date:

Signature: