

Position Description: Second Chance Programs Manager

Note: Vacro promotes equitable and inclusive recruitment practices to support the attraction and retention of a diverse workforce.



New Beginnings,
Stronger Communities

Position overview

Position title	Second Chance Programs Manager
Unit or program	Reintegration
Position objective	This role provides strategic and practice leadership to deliver Vacro's Second Chance programs in line with the Reintegration Practice Framework, grounded in desistance theory, the capability approach and through-care service design. This position oversees Second Chance Cycles and Second Chance Jobs, ensuring both programs operate as complementary pathways to reintegration. Second Chance Cycles delivers a community-based social enterprise model that builds skills, confidence and connection through cycle refurbishment, mentoring and community contribution. Second Chance Jobs provides specialist employment navigation, employer engagement and post-placement support to secure and sustain meaningful employment for people after incarceration. Together, these programs advance Vacro's commitment to effective, person-centred reintegration. The Manager ensures that all programs are culturally safe, trauma-aware, strength-based and responsive to the complex and intersecting needs of participants, including employment barriers, mental health, substance use and social exclusion. Through effective partnerships and team leadership, the role promotes tailored supports that build capability, autonomy and belonging.
Job classification	Social, Community, Home Care and Disability Services Industry Award 2010, Level 7 pay point depending on qualifications and experience.
Location	Level 1, 116 Hardware Street, Melbourne VIC 3000 Harmsworth Street, Collingwood VIC 3066
Reports to	Executive Director of Reintegration
Direct reports	Second Chance Cycles Senior Coordinator, Second Chance Jobs Work Ready Facilitator, Second Chance Jobs Case Managers
Key internal contacts	Executive Directors, Program Managers, Vacro staff and volunteers.
Key external contacts	Participants, funders, employers and key stakeholders.

About Vacro

Vacro is an independent non-profit organisation working with people caught in the criminal justice system and their families. Founded in 1872, we are Victoria's oldest and only specialised criminal justice reintegration service. We provide reintegration, family, and employment support that enables people to create new beginnings for themselves and their families.

We value diversity, and embrace people with different backgrounds, experiences, gender identities, abilities, and neurodiversity. We believe that diversity of perspectives and experiences builds better teams and outcomes. We're looking for people of all genders, races, nationalities, orientations and of all abilities to join us.

Vacro is committed to supporting people with lived experience of the criminal justice system to create new beginnings for themselves and their families. As part of this commitment, we encourage applications from people with lived experience of the criminal justice system.

Our programs support many First Nations Participants, who are vastly overrepresented in the criminal justice system. We acknowledge our First Nations people's spirit, connection to land and community, and rich history that allow them to bring unique and varied knowledge, skills and perspectives to our workplace. As such, we strongly encourage and welcome applications from our First Nations people.

Vision New beginnings, stronger communities.

Mission To support new beginnings for clients of the correctional system and their families and build safer and stronger communities.

Values

- **Dignity & Humanity** – We stand alongside our participants and each other, always recognising and respecting their value, dignity and humanity.
- **Empowerment** – We empower people to continually grow, lead, and expand their possibilities.
- **Aspiration** – We support people to seize opportunities, for futures imagined, reclaimed, or redefined.
- **Meaningful change** – We challenge injustice and advocate for both systemic and personal change, approaching this work with courage and respect.

Key responsibilities

Key result area	Task	Performance Indicator
Program Leadership & Strategy	Lead delivery and continuous improvement of Second Chance Cycles and Second Chance Jobs, in alignment with Vacro's reintegration framework and organisational strategy. Develop program plans, budgets, KPIs and reporting mechanisms (in collaboration with Research & Evaluation) that reflect both operational outcomes (e.g., placements, participation) and reintegration outcomes (e.g., sustained employment, community engagement, identity change). Work collaboratively across Vacro teams (employment, community programs, case-management, research) and external stakeholders (employers, training providers, community organisations, corrections/custodial agencies) to embed the programs within the reintegration ecosystem. Ensure integration of participant voice and lived experience feedback into program design, delivery and evaluation.	Second Chance Cycles and Second Chance Jobs are delivered and continuously improved in line with Vacro's Reintegration Practice Framework and organisational strategy. Program plans, budgets, KPIs and reporting are developed and managed effectively, demonstrating both operational outputs and reintegration outcomes in collaboration with Research & Evaluation. Strong internal and external partnerships are established and maintained to embed programs within Vacro's reintegration ecosystem and support coordinated program delivery. Participant and lived-experience feedback is meaningfully embedded in program design, delivery and evaluation.
Management of Second Chance Cycles	Provide leadership to social enterprise program staff and volunteers, including conducting regular team meetings and team building activities. Oversee the recruitment and induction of staff and volunteers, ensure that all staff and volunteers are formally inducted, supervised, resourced and supported.	Foster a collaborative, accountable and strengths-based team culture through effective leadership, communication and regular team engagement. Ensure all staff and volunteers receive timely induction, supervision, resources and ongoing support to perform their roles effectively.

	Provide leadership, coaching and supervision to the Second Chance Cycles Senior Coordinator. Support staff in increasing their capabilities to contribute and develop through training and professional development. Ensure all staff and volunteers understand and adhere to Vacro policies and procedures. Develop a volunteer induction kit. Develop and maintain the Second Chance Cycles Operation Manual.	Build workforce capability through coaching, training and professional development aligned with individual and program goals. Promote consistent understanding and application of organisational policies, procedures and expected standards of practice. Develop and maintain a comprehensive volunteer induction kit that supports confident, informed and safe participation. Develop and maintain a current Operations Manual that supports consistent, high-quality and accountable program delivery.
Management of Second Chance Jobs	Oversee the day-to-day operations of the three arms of the program, ensuring they are staffed, resourced, compliant with funding contracts, and responsive to participant needs. Provide leadership, coaching and supervision to program staff. Ensure program practice is aligned to the Reintegration Pathway Framework Identify risks, barriers or gaps in program delivery (e.g., participant engagement, employer uptake, system barriers) and develop mitigation strategies.	Day-to-day operations are effectively managed, with programs appropriately staffed, resourced, contract-compliant and responsive to participant needs. Staff, mentors and volunteers are effectively supported through supervision and coaching, fostering a strengths-based, culturally safe and trauma-aware practice culture. Key risks, barriers and service gaps are proactively identified and mitigated to maintain program quality and outcomes.
Stakeholder Engagement & Partnerships	Build and maintain strong partnerships with employers, training providers, community organisations, corrections/custodial services, and funding bodies so that program outcomes (employment, community participation, identity change) are achieved.	Strong, effective partnerships are established and maintained with employers, training providers, community organisations, custodial services and funders to support reintegration outcomes. Employer partners are recruited, trained and supported to provide safe, inclusive and sustainable

	Develop and maintain employer partnerships, delivering employer training and support to promote inclusive workplaces and successful participant employment. Represent Vacro and the programs at external stakeholder forums, industry groups, community partnerships and media when required (in consultation with Communications).	employment opportunities for participants. Vacro and its programs are represented professionally and strategically in external forums, partnerships and media, in alignment with organisational priorities.
Monitoring, Evaluation & Learning	Work with Vacro's Research & Evaluation team to embed robust data collection, participant outcome tracking, program logic alignment and continuous improvement cycles. Use evidence and feedback to refine program design, enhance practice, inform policy submissions and funding proposals. Report regularly (monthly/quarterly) on program metrics, outcomes and risks to senior management and funding bodies, ensuring transparency and accountability.	Robust data collection, outcome tracking and continuous improvement processes are embedded in collaboration with Research & Evaluation. Program design and advocacy are informed by evidence and participant feedback, including contributions to policy and funding submissions. Timely, accurate reporting on program performance, outcomes and risks is provided to senior management and funders.
Participant-Centred Practice	Ensure the programs operate in a participant-centred way, where participants are supported to build capabilities, meaningful employment pathways, community connections, and new pro-social identities. Work to identify and address barriers: e.g., employer perceptions, participant readiness, coordination with other services (housing, health, justice). Promote equity, cultural safety (including for Aboriginal and Torres Strait Islander peoples), trauma-	Programs support participants to build capabilities, access meaningful employment, strengthen community connections and develop pro-social identities. Key barriers to participation and outcomes are identified and addressed through effective coordination and advocacy. Programs consistently demonstrate equity, cultural safety and trauma-informed practice, including responsiveness to the needs of Aboriginal and Torres Strait

	informed practice, and responsiveness to complex needs	Islander participants and others with complex needs.
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Key capabilities

Knowledge & Experience

- Tertiary qualification in social work, criminology, community services, employment services, or related field; postgraduate qualification strongly preferred.
- Demonstrated experience in program management in the criminal justice / reintegration / community services sector (preferably including employment/social enterprise models for justice-involved people).
- Proven ability to lead teams and drive operational excellence, including budget management, KPI reporting, staff supervision and quality assurance.
- Sound understanding of reintegration theory (through-care, desistance, capability approach) and translation of research frameworks into practice; familiarity with Vacro's Reintegration Practice Framework is highly desirable.
- Strong stakeholder engagement capability: experience working with employers, training providers, corrections/custodial systems, community organisations and government/funding agencies.

Behaviours and personal attributes

- Excellent analytical, evaluation and reporting skills; comfort with data, program logics, monitoring & evaluation processes.
- Passion for social justice, employment for people with justice-system involvement, and ability to advocate for second-chance employment opportunities.
- Strong interpersonal skills, cultural competence (including working with Aboriginal and Torres Strait Islander peoples), trauma-informed practice mindset, and commitment to lived-experience inclusion.
- Strong focus on, and ability to achieve, outcomes within tight deadlines and resource constraints.
- Ability to work flexibly, prioritise competing demands, and deliver in a fast-changing environment.

Mandatory requirements

- Verification of personal identity, employment history and qualifications.
- Satisfactory National Police Check (if a requirement of the position).
- Working with Children Check Victoria (if a requirement of the position).
- Valid driver's licence and willingness to travel (within Melbourne metropolitan and possibly regional Victoria) as required.

Expectations of all Vacro staff

- Uphold Vacro's Vision, Mission, Values and Code of Conduct.
- Demonstrate commitment to people impacted by the criminal justice system and their families.
- Comply with legislative requirements relating to this position, including taking all reasonable care of your own safety and that of others in the workplace; contributing to the improvement of health and safety within the workplace; and complying with Vacro procedures and practices which support occupational health and safety.
- Provide safe and quality services as a priority, for which you are responsible, accountable and supported by Board and management.
- Operate within Vacro's formal delegations framework and in accordance with its policies and procedures.
- Participate in continuous quality improvement activities, including identifying opportunities and making improvements to systems, processes and programs.
- Participate in Vacro meetings, regular supervision, and professional development.
- Represent and enhance Vacro's profile at stakeholder and network meetings, as designated by your Manager.
- If it becomes an inherent requirement of the position in future, you will be required to show evidence that you are up to date with pandemic vaccination, and maintain up-to-date vaccination status, as defined by the Australian Technical Advisory Group on Immunisation (ATAGI). Up to-date vaccination status is defined by the number and timing of appropriate vaccine doses recommended for and received by an individual, according to their age and other factors.

Incumbent declaration

I have read this Position Description and agree to undertake the duties and responsibilities listed above. I acknowledge that:

- The Position Description is an indication of the duties and responsibilities that I am required to undertake. Additional or other duties and responsibilities may be allocated to me, in discussion with my Manager.
- Where training and support are required to fulfil these duties, or additional or other duties at a similar level of responsibility, these will be provided within the guidelines of the organisation.
- The Position Description will be reviewed regularly in consultation with me.
- The Performance Indicators, where included in this document, are indicative. Performance Indicators will be set by my immediate supervisor in discussion with me, for each year (or another period) and my performance reviewed against those Performance Indicators.

Name of incumbent _____

Signature _____

Date _____