

## POSITION DESCRIPTION

### CHIEF OPERATING OFFICER

#### ABOUT SPECTRUM

Spectrum Migrant Resource Centre Ltd (Spectrum) is a not-for-profit organisation, delivering culturally appropriate and responsive services to people with migrant and refugee backgrounds predominantly living in the Northwest Metropolitan region of Melbourne. Our service areas include migration and settlement, family relationship and parenting, social and economic inclusion, aged care, disability, and family carers.

**Our Vision** An inclusive Australia, a place where cultural diversity and community connection enhances the lives of all.

**Our Mission** We work together with people from migrant and refugee backgrounds, supporting their aspirations to arrive and settle well, stay connected, age with dignity and shape their own futures.

**Our Purpose** For everyone to 'feel at home'

**Our Values** **Belonging:** We create spaces and foster relationships where people feel seen, heard and accepted.  
**Respect:** We lead with empathy and care, always putting our people first, championing diversity and inclusion.

**Connection:** We work in partnership with people, communities and sectors to foster shared connections for the greatest impact.

**Excellence:** We are transparent, honest and accountable in all that we do.

#### POSITION PURPOSE

The Chief Operating Officer (COO) is the senior operational leader and second-in-command to the CEO, responsible for leading all service operations across Spectrum to ensure services are safe, effective, culturally responsive, evidence-informed and financially sustainable. The COO provides executive leadership across Spectrum's service portfolio and is accountable for operational performance, service quality, governance, client safety and continuous improvement.

Bringing significant health, aged care or community services leadership experience, the COO strengthens professional practice, quality systems and organisational capability while translating strategy into operational delivery and supporting sustainable growth, regulatory readiness and service excellence.

#### POSITION INFORMATION

|                     |                                                                            |
|---------------------|----------------------------------------------------------------------------|
| Location            | Level 5, 61 Riggall Street, Dallas, 3047 or Sunshine                       |
| Award               | <a href="#">Social, Community, Home Care and Disability Services Award</a> |
| Classification      | Level 8 plus                                                               |
| Employment Period   | Three years                                                                |
| Hours of Employment | Full time                                                                  |

#### KEY RESPONSIBILITIES

|                                   |                                                                                                                                                                                                        |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executive leadership and strategy | <ul style="list-style-type: none"> <li>As a member of the Executive Leadership Team, lead a One Spectrum approach that promotes collaboration, accountability and enterprise-wide thinking.</li> </ul> |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## KEY RESPONSIBILITIES

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                       | <ul style="list-style-type: none"> <li>• Contribute to the development, implementation and review of organisational strategy, ensuring strategic priorities are translated into effective operational delivery.</li> <li>• Lead organisational change, service integration and transformation initiatives that strengthen organisational capability, performance and sustainability.</li> <li>• Provide strategic and operational advice to the CEO and Board to support organisational decision-making, growth and future direction.</li> <li>• Foster a culture of accountability, continuous improvement, innovation and service excellence across the organisation.</li> <li>• Represent Spectrum in sector networks, partnerships and stakeholder forums, enhancing organisational reputation and influence.</li> <li>• Act as a key deputy to the CEO and contribute to organisational leadership, governance and stewardship.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Operational Performance and Service Excellence</b> | <ul style="list-style-type: none"> <li>• Provide executive leadership across all operational service portfolios, ensuring services deliver agreed client, community, quality, workforce and financial outcomes.</li> <li>• Drive operational performance, service integration and continuous improvement across the organisation, fostering a One Spectrum approach that enhances client experiences and organisational effectiveness.</li> <li>• Ensure services are safe, effective, culturally responsive, trauma informed and evidence-informed and aligned with Spectrum's strategic objectives, values and commitment to diverse communities.</li> <li>• Establish and monitor operational performance frameworks that support accountability, informed decision-making and the achievement of organisational priorities.</li> <li>• Lead service planning, improvement and redesign initiatives that strengthen quality, efficiency, accessibility and sustainability across service areas.</li> <li>• Champion person-centred, consumer-centred and rights-based practice, ensuring client, consumer and community perspectives inform service delivery, improvement and organisational decision-making.</li> <li>• Promote meaningful engagement with clients, consumers, carers and communities to strengthen service quality, outcomes and equitable access.</li> <li>• Ensure feedback, complaints, compliments and outcome data are actively used to drive learning, service excellence and continuous improvement</li> </ul> |
| <b>Service Governance, Risk and Compliance</b>        | <ul style="list-style-type: none"> <li>• Provide executive leadership and oversight of service governance, quality, safeguarding, clinical governance and client safety systems across all operational services.</li> <li>• Champion a culture of quality, accountability, continuous improvement and evidence-informed practice, ensuring services consistently deliver safe, effective and culturally responsive outcomes.</li> <li>• Work in partnership with the Director Quality and Governance to strengthen quality management, assurance, compliance and organisational governance frameworks.</li> <li>• Ensure compliance with all relevant legislative, regulatory, contractual, accreditation and funding requirements across operational service portfolios.</li> <li>• Provide executive oversight of organisational responses to significant incidents, safeguarding concerns, complaints, audit findings and quality issues, ensuring timely corrective action and organisational learning.</li> <li>• Support implementation and continuous improvement of Spectrum's Enterprise Risk Management Framework, ensuring operational and service delivery risks are effectively identified, monitored and mitigated.</li> </ul>                                                                                                                                                                                                                                                                                               |

## KEY RESPONSIBILITIES

|                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                           | <ul style="list-style-type: none"> <li>• Monitor quality, risk, compliance and outcome data to identify trends, inform decision-making and drive service improvement and organisational performance.</li> <li>• Ensure accreditation readiness and support organisational assurance processes that promote governance maturity, accountability and service excellence</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Workforce Leadership and Organisational Capability</b> | <ul style="list-style-type: none"> <li>• Lead and develop a high-performing team of operational leaders, fostering a culture of accountability, collaboration, inclusion and continuous improvement.</li> <li>• Partner with the Director People, Culture and Wellbeing to build workforce capability, leadership effectiveness and organisational capacity aligned with Spectrum's strategic priorities.</li> <li>• Champion a positive, values-based and culturally safe workplace culture that promotes staff engagement, wellbeing, diversity and inclusion.</li> <li>• Ensure a physically and psychologically safe work environment and support a culture where people feel respected, supported and empowered to perform at their best.</li> <li>• Lead workforce planning initiatives to ensure the organisation has the capability, capacity and workforce sustainability required to meet current and future service needs.</li> <li>• Build leadership capability across service areas through coaching, mentoring, succession planning and talent development initiatives.</li> <li>• Support leaders and teams to achieve high levels of performance through clear expectations, effective performance development, professional growth and recognition of achievement.</li> <li>• Strengthen organisational capability and readiness for growth, service expansion and increasing operational complexity through strategic workforce development and leadership succession planning.</li> </ul>                                                                                                                         |
| <b>Financial Stewardship and Growth</b>                   | <ul style="list-style-type: none"> <li>• Work collaboratively with the Chief Finance and Information Officer to ensure operational performance supports Spectrum's financial sustainability and long-term viability.</li> <li>• Contribute to organisational planning, budgeting, forecasting and resource allocation processes, ensuring resources are aligned with strategic priorities and service delivery requirements.</li> <li>• Ensure services operate within approved budgets and contribute to the achievement of organisational financial, service and growth objectives.</li> <li>• Identify and implement opportunities to improve operational efficiency, resource utilisation and service sustainability while maintaining service quality and client outcomes.</li> <li>• Support the development and evaluation of business cases, strategic investments and service development opportunities that strengthen organisational impact and sustainability.</li> <li>• Partner with the Director Growth, Partnerships and Community to ensure operational readiness for service growth, expansion, new funding opportunities and revenue diversification initiatives.</li> <li>• Ensure systems, workforce capability, governance arrangements and service delivery models are positioned to support sustainable growth without compromising quality, compliance, client safety or workforce wellbeing.</li> <li>• Foster a culture of accountability and stewardship that balances growth, innovation, risk and sustainability to achieve positive outcomes for clients, communities and the organisation.</li> </ul> |

## KEY SELECTION CRITERIA

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Qualifications</b>          | <ul style="list-style-type: none"> <li>• Degree qualification in Nursing, Allied Health, Public Health, Health Management, Social Work, Human Services, Community Services.</li> <li>• Registration with AHPRA or eligibility for professional membership within a relevant health, allied health or human services profession is highly desirable.</li> <li>• Postgraduate qualification in Health Management, Business Administration, Public Administration, Clinical Governance, Quality Improvement or a related field, or equivalent executive experience.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Skills &amp; Experience</b> | <p>Significant executive leadership experience within aged care, health, community services or other regulated human services environments, supported by a strong clinical, allied health, nursing or professional practice background. Demonstrated success in leading operational performance, service governance, quality improvement and organisational transformation within complex service environments</p> <p><b>Operational Leadership</b></p> <ul style="list-style-type: none"> <li>• Demonstrated success leading large and complex service delivery portfolios within regulated human services environments.</li> <li>• Proven ability to translate organisational strategy into operational outcomes, sustainable growth and measurable performance improvements.</li> <li>• Strong stakeholder engagement and influencing skills, with the ability to build trusted relationships across Boards, executives, government, community organisations and funding bodies.</li> <li>• Demonstrated experience leading organisational change, service integration and service growth.</li> </ul> <p><b>Diversity, Equity and Inclusion Leadership</b></p> <ul style="list-style-type: none"> <li>• Demonstrated experience leading services and organisations supporting multicultural, migrant and refugee communities.</li> <li>• Experience embedding equity, diversity, inclusion and anti-racism principles into organisational strategy and operations.</li> <li>• Demonstrated ability to build culturally safe environments for clients, communities and staff.</li> <li>• Experience identifying and addressing systemic barriers to equitable access and outcomes.</li> <li>• Experience leading culturally responsive and inclusive service delivery models</li> </ul> <p><b>Service Governance, Quality and Clinical Leadership</b></p> <ul style="list-style-type: none"> <li>• Significant experience leading service governance, quality, safeguarding, clinical governance, client safety, risk and assurance functions within complex regulated environments, with demonstrated success in strengthening organisational accountability, compliance, performance and continuous improvement.</li> <li>• Demonstrated success improving service quality, client outcomes, organisational performance and continuous improvement capability.</li> <li>• Experience leading accreditation, compliance and regulatory readiness activities and responding to complex quality and safeguarding issues.</li> <li>• Strong capability in interpreting quality, risk, compliance and outcome data to inform decision-making and organisational improvement.</li> <li>• Demonstrated commitment to evidence-informed, trauma-informed, culturally responsive and person-centred practice.</li> </ul> |

## KEY SELECTION CRITERIA

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  | <p><b>Workforce Leadership</b></p> <ul style="list-style-type: none"> <li>• Significant experience leading senior leaders and developing high-performing, values-based organisational cultures.</li> <li>• Demonstrated success in workforce planning, leadership development, succession planning and organisational capability building.</li> <li>• Proven ability to foster inclusive, psychologically safe and high-performing workplace environments.</li> <li>• Experience leading workforce change through growth, reform and increasing service complexity</li> </ul> <p><b>Commercial &amp; Financial Acumen</b></p> <ul style="list-style-type: none"> <li>• Strong financial and commercial management capability, including budgeting, forecasting, resource allocation and service sustainability.</li> <li>• Experience balancing growth, financial performance, quality outcomes and organisational risk within complex service environments.</li> <li>• Demonstrated experience contributing to business planning, strategic investments and service growth initiatives.</li> </ul> |
| <b>Mandatory Compliance Documents Required for this position</b> | <ul style="list-style-type: none"> <li>• Clear 'Police Check', within the last twelve months</li> <li>• Current Working with Children Check card</li> <li>• Must satisfy all visa requirements for working in Australia.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

## KEY RELATIONSHIPS

|                       |                                                                                                                                                                                                                                                                                                                                      |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Internal</b>       | CEO, Director Quality and Governance, Chief Finance and Information Officer, Director People, Culture and Wellbeing, Director Growth, Partnerships and Community, Operational Managers and Service Leaders, Board Committees as required                                                                                             |
| <b>Direct reports</b> | <p>Manager Settlement, Family Services and Service Development<br/>Team Leader Migration Services<br/>Manager Aged Care and Community Services (Individual Services)<br/>Manager Aged Care and Community Services (Managed Services)<br/>Manager Aged Care and Community Services (Group Services)<br/>Aged Care Project Manager</p> |
| <b>External</b>       | <p>Government departments and regulatory authorities<br/>Funding bodies<br/>Peak bodies, Community organisations and Service partners<br/>Accreditation agencies</p>                                                                                                                                                                 |

## KEY SYSTEM AND EQUIPMENT USAGE

|                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Microsoft Windows Office Suite</li> <li>• Lookout way and/or CSNet would be beneficial</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------|

## ADDITIONAL INFORMATION

|                                 |                                                                                                                                                                                                                                                                                                          |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Work Health &amp; Safety</b> | All employees are required to take reasonable care for their own health and safety and that of other employees who may be affected by their conduct and are required to report all incidents and injuries as well as cooperating with measures introduced in the workplace to improve health and safety. |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ADDITIONAL INFORMATION                      |                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             | Prior to any person being appointed to this position it will be required that they disclose full details of any pre-existing injuries or conditions that might be reasonably expected to affect their ability to perform the normal duties of this position. Such a disclosure will enable Spectrum to make reasonable adjustments to the work environment to ensure you work safely and productively. |
| <b>Australian Work Rights</b>               | All employees must be permanent residents of Australia or hold a current, valid visa.                                                                                                                                                                                                                                                                                                                  |
| <b>National Criminal History Check</b>      | All offers of employment are subject to a satisfactory National Criminal History Check (NCHC) & Statutory Declaration.                                                                                                                                                                                                                                                                                 |
| <b>International Criminal History Check</b> | All offers of employment are subject to a satisfactory International Criminal History Check (as required). An International Criminal History Check will be required for individuals who have lived overseas for 12 months or more in the last 10 years.                                                                                                                                                |
| <b>Health Care Worker status</b>            | B<br><a href="https://spectrummrc.sharepoint.com/:w:/g/EZQ6N9fuQp1Fqmw84O7Ej5AB1AWQI-vPFA2T_UKJ_90IUg?e=r64Arg&amp;isSPOFile=1">https://spectrummrc.sharepoint.com/:w:/g/EZQ6N9fuQp1Fqmw84O7Ej5AB1AWQI-vPFA2T_UKJ_90IUg?e=r64Arg&amp;isSPOFile=1</a>                                                                                                                                                   |
| <b>MARAM responsibility level</b>           | identification and screening<br><a href="#">summary of MARAM responsibilities by role .docx</a>                                                                                                                                                                                                                                                                                                        |
| <b>Working with Children Check</b>          | All staff and volunteers are required to have and provide a current Working with Children Check (WWCC) before commencing employment.                                                                                                                                                                                                                                                                   |
| <b>NDIS Worker Screening Check</b>          | All staff and volunteers working with people with a disability are required to have and provide the NDIS Worker Screening check before commencing employment.                                                                                                                                                                                                                                          |
| <b>Policies &amp; Procedures</b>            | All employees must abide by the organisation's Policies & Procedures.                                                                                                                                                                                                                                                                                                                                  |

| OTHER RELEVANT INFORMATION                                                                                                                                                                                                                                                                                                                       |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| This Position Description is a guide only and is not intended to be an exhaustive or exclusive list of the duties attached to this position. The Position Description is subject to review and modification by the manager, in response to the strategic direction of Spectrum, and the development of the skills and knowledge of the position. |  |