

Position Description

Position Title	General Manager Social Enterprise
Position Reports to	Chief Executive Officer
Position Leads	Recycling/Manufacturing/Events Manager Home Maintenance / Landscaping Manager Packaging Manager Industries and Linen Manager Employment Support Manager Quality Assurance Manager
Updated	March 2024

Why are we here?

At McCallum, our purpose is to partner with our customers to create their best life. Our vision is to fulfil the unmet support needs of our community and enrich lives every day.

In our Social Enterprise, we build on this purpose and vision with our own:

Purpose: Create employment pathways for people with disabilities.

Our Vision: Social enterprise. Empowering people. Enriching community.

How do we do this?



What is your purpose?

The General Manager Social Enterprise provides strategic leadership and oversight for the management of McCallum's Supported Employment Services, operated under a Social Enterprise model. These include McCallum Industries, McCallum Linen, Ballarat Regional Industries (BRI), Container Deposit Scheme (CDS) and the Youth Employment Support Program.

The role is responsible for all operations (Divisions) within the Social Enterprise and leads the development, implementation and execution of strategic business initiatives to drive commercial performance, guided by our purpose. Our General Manager is a champion of disability employment inclusion and the supported employment model. Advocating for our community and ensuring that they have a voice in these current times of review and reform.

As a member of the organisations Leadership team, this position reports to the Chief Executive Officer and may on occasion be called to relieve into this position.

How do you achieve this? (Responsibilities)

Key Results Area	Accountabilities
Service Delivery	<ul style="list-style-type: none"> • Provide leadership to the operations of all Social Enterprise and Youth Employment Supports related employment activities at locations throughout the geographic region. • Plan for the expansion of services provided by the Social Enterprise Divisions, identifying fee for service business opportunities and external funding that will facilitate and enhance financial sustainability. • Undertake feasibility studies for existing and new business opportunities. • Deliver the annual plan represented within the Operating and Capital budgets for Social Enterprise Divisions and Youth Employment Support Programs. • Manage the operational performance and actively seek opportunities to improve quality and efficiencies within the Divisions. • Identify and mitigate operational risks and contribute to the risk management of strategic issues across the Social Enterprise. • Ensure that you are an expert in the strategic environmental context with respect to proposals to reform the supported employment operating models, proposed from the NDIS reviews and broader enquiries. Ensure McCallum is kept informed, that we appropriately advocate for our community and ensure we plan for and communicate any changes of policy in a timely and considered way. • Plan and oversee the maintenance of equipment and infrastructure to a high standard of integrity, quality, and safety across all work sites. • Lead direct reports to develop annual business plans for each Division that are consistent with the strategic plans. • Ensure timely and accurate production of monthly key performance indicator data and prepare commentary and analysis of such information for inclusion in management reports to the Board and other stakeholders. • Ensure understanding and adherence with all relevant contracts. Ensure appropriate systems, procedures and resources are in place and adhered to in order to comply with all contractual requirements.
Leadership and Collaboration	<ul style="list-style-type: none"> • Support the delivery of McCallum and BRI's strategic priorities and contribute to the implementation of the new merged organisation's strategic plan.

	<ul style="list-style-type: none"> • Lead and manage direct reports and develop a culture among staff that is open to change and supports continuous quality improvement in alignment with our values. • Provide effective channels for formal and informal communication with all Social Enterprise employees and their families/carers to ensure a work environment that maximises a values driven team spirit, collaborative and engaged workforce that has high morale and delivers excellent customer service. • Support Social Enterprise Division Managers and staff in fully understanding and achieving their responsibilities for the implementation of their annual business plans and achievement of annual budget targets. • Work collaboratively with your direct reports as well as the wider McCallum/BRI senior leadership team to identify, develop and implement key organisational plans, stakeholder engagement strategies and staff performance plans. • Build collaborative networks with the senior leadership team to ensure that customer service delivery standards and performance metrics are achieved. • Champion the organisation within the community, attending stakeholder meetings as required and build collaborative networks and building the business development/sales pipeline. • Champion McCallum’s Code of Conduct and values, acting in accordance with our policies and procedures at all times.
Commercial and Business Development	<ul style="list-style-type: none"> • In conjunction with Finance, design and implement the capital and operating budgets annually and regularly report progress. • Set operational targets annually and monitor outcomes monthly within all programs. • Ensure optimal staff rostering for labour cost recovery • Actively pursue grant funding opportunities available to support Employment initiatives. • Define and create a stakeholder engagement plan to ensure that key strategic business partnerships are maintained, enhanced and new ones created. • Work with the Executive Manager Transformation & Business Development to create and implement marketing strategies that will position each Division of the Social Enterprise to be able to capitalise on emerging business opportunities and contribute to the organisation’s vision and mission.
Employee Experience	<ul style="list-style-type: none"> • Lead and support direct report managers to achieve optimal employee results and experience. • Ensure a safety first culture with no compromises and a focus on integrated OHS Systems compliant with ISO 45001 • Identify developmental opportunities for staff and manage their performance through effective goal-setting and performance appraisals • Promote positive work culture within the team, manage team conflicts as they arise and escalate when necessary.

	<ul style="list-style-type: none"> • Create and oversee internal systems for advocacy and support of Social Enterprise supported employees with the NDIS.
Customer Experience and Quality	<ul style="list-style-type: none"> • Seek and report on customer feedback. Personally manage all escalated customer complaints and related service issues through structured investigation and resolution. • Implement and champion our Quality Management System. • Ensure that Social Enterprise policies and procedures are aligned and sit within the quality framework, overseen by the Quality Manager. • Ensure BRI & McCallum's Employment businesses remain compliant with all relevant legislation including but not limited to Fair Work Act and the incorporated Supported Wage Systems and Worksafe. • Ensure successful outcomes for all external and internal quality audits and ISO accreditations, responding promptly to any recommendations and suggestions for improvement • Embed continuous improvement practices and take a project management approach to the attainment of goals.

What do I need to be a success? (Attributes)

- Our customers and supported employees are at the centre of everything that you do
- You are confident and capable of showcasing our Social Enterprise to drive development opportunities.
- Quality, safety and risk management is paramount to you and you will not compromise.
- You are a consultative, collaborative and inclusive leader, decision maker and advisor.
- You achieve results. You are focused, work to a plan and deliver.
- You are accountable for your work activities, using metrics and measurements to demonstrate successes.
- You use clear, tailored, appropriate communication and use a variety of methods to share information.
- You build, maintain and enhance relationships with your colleagues, customers and stakeholders.
- You are team player that actively participates and champions supportive, values driven work environment.
- You understand that change happens for a reason, and have the ability to bring your team with you.

Key Selection Criteria

Successful appointment to a position will be subject to a pre-employment safety screening process which includes, but not limited to, the following checks:

- **NDIS Worker Screening Check Clearance**
- **Right to Work in Australia**
- **Current Drivers License.**

Essential

- Tertiary qualifications in business, marketing or community services related fields supported by well-developed project management skills.
- Demonstrated experience at a strategic management level with full financial responsibility and operational reporting in complex commercial environments, ideally from a production or manufacturing sector.
- Knowledge and understanding of social enterprises.
- Demonstrated experience in budget management and knowledge of financial principles with a proven ability to drive profit and reach targets.
- Committed to the human rights of people with a disability and social justice principles, access and equity.
- Demonstrated effective people leadership, mentoring, capacity building of individuals and teams.
- Proven capacity to operate both strategically and operationally with expertise in customer service, contract execution, sales and networking and marketing skills.
- Excellent relationship management skills with a particular focus on beneficial relationships with commercial customers and suppliers.
- Demonstrated ability to critically analyse issues and develop and implement effective strategies and solutions that support the organisation's goals and values.
- Excellent communication skills including the ability to prepare high quality written reports, policies, action plans correspondence and other documentation as required.
- Exceptional interpersonal skills, with the ability to build credible relationships and network as well as negotiate and resolve conflict
- Demonstrated change management implementation experience.

Desirable

- Experience in leadership of a social enterprise.
- Demonstrated knowledge of the needs of people with disability including person centred approach, positive behaviour and consideration of whole of life.
- Experience in managing the delivery of disability support services and advanced knowledge of the NDIS and other relevant legislation, regulations, standards and industry trends. Current professional networks and connections in the local business community to support partnerships and shared outcomes Passion for efficient systems of work and lean production methods.

Approval:

Employee Signature: _____

Date: _____

Manager Signature: _____

Date: _____

CEO Signature: _____

Date: _____