



# Staff position description

## Client Services Manager

### Position overview

<b>Position title</b>	Client Services Manager
<b>Unit or program</b>	Client Services
<b>Position objective</b>	<p>To oversee the operations of contracted programs in accordance with VACRO's requirements and to participate in strategic planning as well as implementing and monitoring service initiatives and improvements.</p> <p>The Client Services Manager provides strong and effective leadership to program staff enabling delivery of client-centred services and involving management of human resources, budgets and finances, program quality, contractual compliance and risk.</p>
<b>Job classification</b>	Social, Community, Home Care and Disability Services Industry Award 2010, Level 7 Pay point depending on qualifications and experience
<b>Location</b>	Level 1, 116 Hardware Street, Melbourne VIC 3000
<b>Reports to</b>	Chief Executive Officer
<b>Direct reports</b>	Program Managers, Project Officer, Client Services Officer, Administration Officer (AbFam and CCaTs).

### About VACRO

VACRO is a non-government, non-denominational organisation. It was founded in 1872 (as the Discharged Prisoners' Aid Society of Victoria) in the wake of the 1871 Royal Commission into Penal Establishments and Gaols which urged the establishment of a body to give assistance to discharged prisoners.

<b>Vision</b>	New beginnings, stronger communities.
<b>Mission</b>	To support new beginnings for clients of the correctional system and their families, and build safer and stronger communities.
<b>Values</b>	<ul style="list-style-type: none"> <li>We show <b>integrity</b> in our relationship with each other, our clients and the broader community.</li> <li>We display <b>respect</b> by supporting our clients to achieve positive outcomes and lead meaningful lives.</li> <li>We work towards <b>inclusion</b> for all stakeholders in the development of our programs.</li> <li>We are <b>adaptable</b> to the conditions and opportunities that arise in our daily lives.</li> </ul>

### Key contacts (internal)

Chief Executive Officer (CEO)  
 Manager Development  
 Finance Manager  
 HR Manager  
 Direct reports  
 Program delivery staff

### Key contacts (external)

Key external stakeholders  
 Government  
 Philanthropic organisations  
 Other funding bodies

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### Position details

Key result area	Task	Performance indicator
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Provide operational leadership and management to direct reports and teams to optimise productivity and create a professional, safe, collaborative and rewarding workplace.</li> <li>• Provide or ensure the provision of formal supervision, resourcing and support.</li> <li>• Provide ongoing coaching, feedback on performance, and undertake Performance Planning, Development and Review (PPDR) with direct reports.</li> <li>• Create an environment that supports learning and improvement.</li> <li>• Ensure a healthy and safe work environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Behaviour that optimises productivity and promotes a professional, safe, collaborative and rewarding workplace is modelled.</li> <li>• Operational supervision with direct reports is conducted at least on a monthly basis and documented.</li> <li>• Direct reports receive practical and timely coaching and feedback on their practice and performance.</li> <li>• PPDR is undertaken in line with the organisational framework.</li> <li>• Agreed development activities are implemented.</li> <li>• A healthy and safe work environment in accordance with legislative requirements and risk management standards and policies exists.</li> </ul>
<b>Management of program delivery</b>	<ul style="list-style-type: none"> <li>• Manage, monitor and oversee the planning, delivery, data collection and reporting of programs.</li> <li>• Manage resources including material, human and financial.</li> <li>• Develop alternative service delivery models and projects, and execute and manage agreed models and projects in collaboration with the Manager Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Programs are planned and delivered, and accurate reports are provided in accordance with VACRO, funding body and other stakeholder requirements.</li> <li>• Operational matters are addressed in an effective and timely manner and in accordance with contractual requirements.</li> <li>• Program staff demonstrate high levels of expertise in service delivery.</li> <li>• Monthly report is provided to the CEO on performance of service activities, outputs and outcomes, as well as matters with strategic implications.</li> </ul>

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<b>Financial management</b>	<ul style="list-style-type: none"> <li>• Assist in the development of program budgets each financial year in conjunction with the Finance Manager and direct reports.</li> <li>• Plan and monitor program budgets and expenditure on a monthly basis in conjunction with the Finance Manager and direct reports.</li> <li>• Ensure accountability and reporting requirements are met.</li> <li>• Manage administration and accountability for brokerage funds within program guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation in assisting with the development of budgets.</li> <li>• Budgets are adhered to.</li> <li>• VACRO financial processes are adhered to in a timely manner.</li> </ul>
<b>Stakeholder relationship management</b>	<ul style="list-style-type: none"> <li>• Work with the CEO and Executive Team to develop strong working relationships with government, philanthropic and other funding bodies.</li> <li>• Facilitate the development of strategic partnerships and networks.</li> <li>• Liaise with key stakeholders on operational matters and negotiate variations to service provision.</li> <li>• Represent VACRO, its objectives and activities, and advocate for the needs of the client group, in relevant networks and forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong foundations are developed and maintained to assist the Executive Team build new strategic partnerships with government, philanthropic and other funding bodies.</li> <li>• Positive strategic and stakeholder relationships are developed and maintained.</li> </ul>
<b>Evaluation and quality assurance</b>	<ul style="list-style-type: none"> <li>• Plan, implement and oversee processes and systems to ensure programs and projects are monitored and evaluated.</li> <li>• Review and write documents such as manuals and processes related to program delivery and improvement.</li> <li>• Conduct internal program audits, and contribute to other internal and external audits.</li> </ul>	<ul style="list-style-type: none"> <li>• Programs and projects are monitored and evaluated in a timely manner in accordance with VACRO and stakeholder requirements.</li> <li>• Current and accurate documents to support program delivery exist.</li> <li>• Internal program audits are conducted and reported on in a timely manner.</li> <li>• Active contribution to internal and external audits.</li> </ul>

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<ul style="list-style-type: none"><li>• Plan, implement and oversee continuous improvement processes.</li><li>• Contribute to the conceptualising and planning of programs/projects (in conjunction with the Executive Team) that meet the needs and gaps in the current service system.</li></ul>	<ul style="list-style-type: none"><li>• Opportunities for continuous improvement are identified and implemented.</li><li>• Active participation with regards to conceptualising and planning of programs/projects that meet the needs and gaps in the current service market.</li></ul>
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### Expectations of all VACRO staff

- Uphold VACRO's Vision, Mission, Values and Code of Conduct.
- 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 (CQI) 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.
- Demonstrate commitment to social justice outcomes and help protect the rights of people impacted by the criminal justice system, and their families.

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### Key capabilities

#### Knowledge

- Tertiary qualification in Social Work, Psychology, Human Services or other relevant field.
- Business or management qualification highly regarded.
- Sound knowledge of the issues associated with individuals who are socially disadvantaged and the community service sector.
- Knowledge and understanding of the complex issues relating to people who have been in contact with the criminal justice system, particularly those who have been incarcerated and their families highly regarded.
- Knowledge of relevant legislation, government and political processes.
- Knowledge of professional and service standards, and funding arrangements.

#### Experience

- Demonstrated experience in supervising, mentoring and engaging with staff and teams who work with complex clients.
- Demonstrated experience in debriefing staff in challenging situations.
- Demonstrated experience in problem solving and implementing solutions with staff.
- Demonstrated ability to develop and manage stakeholder relationships and build strategic partnerships.
- Solid experience in leading front line managers and managing performance improvement.
- Demonstrated success developing and evaluating program models, and successfully operationalising innovative programs.
- Experience in strategic planning.
- Experience in the development of service initiatives responsive to the needs of a specific target group.

#### Skills

- Highly developed interpersonal skills to resolve organisational issues, negotiate and build good working relationships with colleagues, clients and stakeholders.
- Excellent verbal and written communication skills.
- Conflict resolution skills.
- Demonstrated ability to think analytically, innovatively and problem solve.
- Ability to understand and manage budgets.
- Proficient in using technology as a management reporting tool.
- Sound level of MS Office, database and internet skills.

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### Behaviours and personal attributes

- Ability to work independently and collaboratively in a team environment.
- Ability to effectively address problems in a timely manner.
- Organised and structured in approach, and able to manage time effectively.
- Flexible and adaptable to change.
- High level of motivation.
- Empathetic and practical.
- A willingness to work within the Victorian justice system with socially disadvantaged clients.

### Mandatory requirements

- Verification of personal identity, employment history and qualifications.
- Satisfactory National Police Check.
- Working with Children Check (Victoria).
- Victorian Driver Licence.

### 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 Position incumbent**

**Date**

**Signature**