



**SUPPORTED COMMUNITY  
ACCOMMODATION SERVICES  
CHIEF OPERATING OFFICER  
JOB & PERSON SPECIFICATION  
MAY 2018**



<b>ROLE TITLE:</b> Chief Operating Officer	
<b>REPORTS TO:</b> Chief Executive, Supported Community Accommodation Services	
<b>ORGANISATIONAL OVERVIEW</b>	
<p>Supported Community Accommodation Services (SCA) is a public corporation established to provide safe, quality services for people with disability under the National Disability Insurance Scheme (NDIS). The SCA's strategic agenda is to design and provide a flexible, person-centred service that supports people with disability to achieve their goals and live their lives how they choose and to implement organisational reform so that the service can operate sustainably under the NDIS. SCA is required to operate on a cost-recovery basis, transparently and accountably to support an efficient and effective disability market in line with South Australia's strategic objectives. SCA works in partnership with federal, state and local governments and with a wide range of community organisations to make a real difference to the well-being of South Australians with disability.</p> <p>The Chief Operating Officer (COO) is responsible for setting and leading the development of strategies, services, programs and initiative which align with SCA's strategic objectives. The COO will lead transformational change within the organisation so that SCA can be a leading provider of supported independent services under the NDIS. The COO will contribute, as a senior executive, to the achievement of SCA's strategic goals and ensure all operations align with SCA's vision.</p>	
<b>PRIMARY PURPOSE</b>	<b>KEY RELATIONSHIPS/INTERACTIONS</b>
<p>The Chief Operating Officer is accountable to the Chief Executive, Supported Community Accommodation (SCA) for:</p> <ul style="list-style-type: none"> <li>Establishing strategic directions in consultation with the Chief Executive and Chief Financial Officer of SCA.</li> <li>Translating strategy to tangible goals, operationalising and executing.</li> <li>Driving strategic and business planning processes to ensure alignment with the strategic goals and values of SCA, and leading the implementation of SCA's Business Plan and establishing relevant and measurable key performance indicators.</li> <li>Providing high-level advice and consultancy to the Chief Executive and Executive team as appropriate.</li> <li>Leading cultural and organisational change as SCA adapts to operating as a public corporation under the NDIS.</li> <li>Ensuring that workforce strategies are successfully implemented on time.</li> <li>Manage the operational activities of SCA in accordance with established and agreed budgets.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive, Supported Community Accommodation.</li> <li>Chief Financial Officer, Supported Community Accommodation.</li> <li>Managers, Supported Community Accommodation.</li> <li>Other government departments involved in disability issues and inter-departmental committees.</li> <li>Non-government organisations including Advocacy and Community body representatives.</li> </ul>
<b>AUTHORITY TO ACT/DELEGATIONS</b>	<b>QUALIFICATION</b>
<ul style="list-style-type: none"> <li>Human Resources Delegations Level 3</li> <li>Financial Authorisation Level 3</li> </ul>	<ul style="list-style-type: none"> <li>Tertiary qualifications in human services, business management or other relevant fields.</li> </ul>
<b>LINE MANAGEMENT RESPONSIBILITY</b>	<b>SCOPE OF INFLUENCE</b>
<ul style="list-style-type: none"> <li>Regional Manager, SCA North</li> <li>Regional Manager, SCA South</li> <li>Business Services Manager</li> <li>Program Manager x 2FTE</li> <li>Manager OPAT Implementation</li> <li>Executive Assistant</li> </ul>	<ul style="list-style-type: none"> <li>Approved FTE – approximately 1350.</li> <li>Budget – approximately \$114 million.</li> </ul>
<b>SPECIAL CONDITIONS</b>	
<ul style="list-style-type: none"> <li>Successful applicant will be required to satisfactorily complete a Background Screening and National Criminal History Record Check (NCHRC) prior to being employed and every three years.</li> <li>Must hold a current Australian issued Driver's Licence (equivalent to minimum class 'C' – South Australian), which must be maintained. Incumbent must be willing and able to drive all government vehicles within their licence classification during the course of their duties.</li> <li>A flexible approach to the taking of leave is required.</li> <li>May be required to travel intrastate and interstate.</li> </ul>	

**PRIMARY OUTCOMES AND RESPONSIBILITIES**

<b>Competency</b>	<b>Behavioural Indicators</b>
<b>Strategic Policy and Resource Management</b>	<ul style="list-style-type: none"><li>• Establish strategic directions in consultation with the Chief Executive and Chief Financial Officer and lead the implementation of the SCA Business Plan, and establish relevant and measurable key performance indicators.</li><li>• Lead the development and implementation of strategic policies and effective business practices that deliver sustainable and high standards of support and are consistent with and comply with all state and national legislative obligations and accreditation standards.</li><li>• Establish business practices that support the identification of opportunities for continuous improvement of service delivery.</li><li>• Monitor the organisation's compliance and accreditation standards and ensure internal audits are undertaken to continuously identify areas for improvement and ensure ongoing accreditation and funding.</li><li>• Lead the development, implementation and evaluation of a revised structure for accountable, safe and high quality governance systems for all clients in concert with the Chief Executive, SCA.</li><li>• Lead the development and implementation of risk management policies, procedures and practices to provide client and staff safety and service accountability.</li><li>• Build strategic partnerships with other agencies, including non-government, state government and commonwealth funded agencies and industry partners.</li><li>• Contribute to the development and lead the implementation of comprehensive monitoring and quality control mechanisms that measure and track the compliance of individual support services with relevant accreditation standards and other legal, professional and industrial requirements and case management standards.</li><li>• Provide leadership in the establishment of comprehensive information management systems for client information to inform policy, demand management and service delivery strategies.</li><li>• Integrate consumer feedback into the development of priorities for SCA.</li><li>• Establish business contracts and service level agreements in accordance with relevant legislation, policy and audit obligations.</li></ul>
<b>Strategic Direction and Service Development</b>	<ul style="list-style-type: none"><li>• Identify models of service delivery and business improvement opportunities to optimise performance and service delivery outcomes.</li><li>• Identify customer satisfaction measures to optimise customer experience.</li><li>• Identify, monitor, review and report against performance indicators.</li><li>• Develop system to facilitate intake and admissions to streamline allocation and minimise bed vacancies.</li><li>• Ensure the provision of high quality, innovative and person-centred services and supports that promote great outcomes and exceed customer expectations.</li><li>• Drive the design, development and implementation of innovation in service delivery.</li><li>• Develop a flexible, agile and responsive gateway to services and ensure the continuity service offerings enable choice as well as ensuring control rests with people with disability.</li><li>• Embrace and actively research, design, develop and implement strategies which support the transformation of service provision to achieve best practice outcomes in line with the NDIS.</li><li>• Ensure all operational activities meet legislative and organisational compliance requirements for quality and duty of care and have a risk mitigation approach.</li><li>• Set and monitor standards of performance, quality and clinical outcomes, customer satisfaction levels and ensure the health and wellbeing of the people we support underpins all decisions.</li><li>• Manage the operational activities of SCA in accordance with established and agreed budgets.</li><li>• Develop health and well-being indicators which measure customer satisfaction levels, define measurement mechanisms and improvements.</li><li>• Provide high-level advice to the Chief Executive and Executive team.</li><li>• Represent the Chief Executive on working parties or committees and provide strategic insight and direction on issues affecting Supported Community Accommodation Services.</li></ul>

<b>Strategic Direction and Service Development (cont.)</b>	<ul style="list-style-type: none"> <li>• Establish effective partnerships and consultation mechanisms for policy, program development and service design with non-government, private and government stakeholders.</li> <li>• Identify opportunities for partnership with other service providers and establish appropriate service agreements.</li> </ul>
<b>Leadership and Management</b>	<ul style="list-style-type: none"> <li>• Be active and visible to operational staff groups and the customer base.</li> <li>• Lead cultural and organisational change as Supported Community Accommodation adapts to operating as a public corporation under the NDIS.</li> <li>• Ensure that workforce strategies are implemented successfully and on time.</li> <li>• Engender a culture that fosters open communication, innovative problem solving, responsible risk taking, performance ownership, and promotes team spirit and inclusiveness.</li> <li>• Establish a continuous learning culture, using coaching and mentoring to create autonomy and independence.</li> <li>• Drive strategy and business planning processes across all business areas to ensure alignment with the strategic goals and values of Supported Community Accommodation Services.</li> <li>• Drive and monitor team performance against plans and budgets, and provide reports and feedback on performance to the Executive and staff.</li> <li>• Lead the provision of excellent customer service, including the effective recruitment of engaged, passionate and motivated staff.</li> <li>• Maintain strong relationships with a broad range of stakeholder across government and non-government organisations.</li> <li>• Ensure Supported Community Accommodation maximises the opportunities to identify and leverage state and federal funding for services.</li> <li>• Create conditions for effective relations with relevant external organisations, government agencies, customers and vendors.</li> <li>• Develop positive and constructive working relationships with other members of the Executive Team and managers.</li> <li>• Implement effective management to provide for the health and safety of employees.</li> </ul>
<b>Resources and Risks</b>	<ul style="list-style-type: none"> <li>• Manage internal resources according to organisational priorities identified through the strategic planning process and whole of government priorities.</li> <li>• Identify and successfully manage strategic risks through effective mitigation and prevention.</li> <li>• Analyse management and accountability structures in the organisation against public sector standards and put strategies in place to provide continuous improvement.</li> <li>• Abide by the laws, regulations and policies determining South Australian Government activities.</li> <li>• Analyse and implement legislative and government policy requirements and evaluating compliance outcomes.</li> </ul>

## CORE ORGANISATIONAL COMPETENCIES

The South Australian Executive Service (SAES) competency framework comprises of five core competencies which form the DNA of leadership within the public sector. The use of the competency framework enables executives to measure performance and manage succession, building executive strength and talent in public sector roles. The five core competencies of the SAES framework require executives to be able to:

Competency	Behavioural Indicators
<b>Shape Strategic Thinking and Change</b>	<ul style="list-style-type: none"><li>• Create vision</li><li>• Inspire</li><li>• Think and act strategically</li><li>• Lead and influences change</li><li>• Solve problems</li></ul>
<b>Achieve Results</b>	<ul style="list-style-type: none"><li>• Achieve and deliver results</li><li>• Drive organisational effectiveness</li><li>• Exercise sound judgement</li><li>• Manage compliance with legislation</li><li>• Assume accountability</li><li>• Evaluate</li><li>• Apply technical expertise</li></ul>
<b>Drive Business Excellence</b>	<ul style="list-style-type: none"><li>• Influence organisational performance</li><li>• Predict and plan for future organisational needs</li><li>• Leads and develop people</li><li>• Build capability and expertise</li><li>• Promote a client service ethos</li><li>• Direct resources</li></ul>
<b>Forge Relationships and Engage Others</b>	<ul style="list-style-type: none"><li>• Develop and use political savvy</li><li>• Negotiate and influence</li><li>• Manage conflict</li><li>• Promote information sharing and the gathering of knowledge</li><li>• Establish and maintain strategic networks</li><li>• Communicate clearly and adapt to audience</li></ul>
<b>Exemplify Personal Drive and Professionalism</b>	<ul style="list-style-type: none"><li>• Model the South Australian Executive Service Values</li><li>• Engage with risk and show personal courage</li><li>• Display flexibility and resilience</li><li>• Demonstrate self awareness and a commitment to personal development</li><li>• Promote and integrate diversity into the workplace</li><li>• Value wellbeing for self and others</li></ul>

## HOW TO APPLY

Applications in Word format only should be forwarded to Bernie Dyer by email to [23115@hender.com.au](mailto:23115@hender.com.au)

Applications are encouraged immediately with a final close date of Friday, 18 May 2018.

Telephone enquiries are welcome and may be directed to Bernie or Gill Manser on (08) 8100 8849.

### **Please Note**

Your application will be automatically acknowledged by a return email.