

## POSITION DESCRIPTION

### PROGRAMS AND PRACTICE MANAGER | NORTH QUEENSLAND

#### Location

SALARY

Category

Start Date

#### Position Overview

**The Programs and Practice Manager** is the lead communicator, manager, and champion of the Enhance Family Day Care Services in North Queensland and its operations.

The Program and Practice Manager develops strategic, program-level approaches to achieving the vision, values and operational objectives of Enhance Family Day Care Services. Leading with strong legislative, business development and pedagogical focus. Serving as an example for all other members in the team. The Program and Practice Manager will advise and mentor, motivate team members, and lead movement towards the organisational vision and values.

Promote and manage Enhance Family Day Care services – inspiring excellence in the brand including marketing and communications.

Take a leadership role in working with the South East QLD and Central QLD Program and Practice Managers in developing strong processes, policy and systems for the delivery of all of our children services across Queensland.

Providing strategic advice and input to assist FDCAQ in influencing the direction of children services reform and future directions of the sector.

The position plays a key role in developing the culture and capability required to take our services into the future.

The position has the management responsibility over service sites based in Cooktown, Mossman, Hinchinbrook Region, Mackay, Townsville and Regions. The Program and Practice Manager maybe based from Mossman, Townsville or Mackay service sites and will be required to visit other team sites at a minimum of a monthly basis. The role will require flexibility to travel to sites as required.

#### Key Result Areas

1. Leadership- Vision and Inspiration
2. Relationships- Foundation for Learning
3. Learning – Reason for being
4. Business – Sustainability and Agility
5. Outcomes - Flourishing

#### Supervision

The Program and Practice Manager reports to the Executive Manager. The position is responsible for the direct leadership and management of staff within Enhance Family Day Care -Endeavour, Tropical North, Hinchinbrook, Townsville & Regions and Blue River

## Key Areas of Responsibility

### LEADERSHIP- VISION AND INSPIRATION

Leadership capabilities encompass leading self, leading others, leading the program, leading profession to enable people and children to flourish. A key role for The Program and Practice Manager is through asking questions about the inter-relationship between feelings, thoughts, perceptions and actions. This enabling critical reflection and exploration of the many complex, interacting factors that now define practice.

- Lead and manage an innovative, dynamic team including establishing and maintaining a high performance business culture, and a customer responsive and cohesive team that works collaboratively to achieve service delivery and business outcomes/vision.
- Serve as a positive example for all team members in motivation, attitude, judgment, communication, and leadership.
- Lead change management processes in the team and create initiatives to build a positive, vision-based culture in the team
- Demonstrate a leadership style/approach that is congruent with FDCAQ culture, which emphasises the importance of respectful relationships.
- Lead the team in developing innovative, flexible, responsive and inclusive service delivery practices and products that represent contemporary best practice, and are commercially competitive.
- Negotiate, develop and manage business relationships/partnerships and contracts in order to ensure growth and expansion including identifying issues and opportunities, monitoring customers and contracts to ensure the strength of information and communication channels, customer satisfaction and fulfilment of contracts.
- Advocate and represent the service delivery requirements of all services and the rights of children at all levels of government and broader industry forums.
- Initiate, develop and actively maintain strong links and a close working partnership between all other FDCAQ programs, the parent body- FDCAQ. Proactively participate as a member of the FDCAQ senior leadership team.
- Provide advice and support to the Executive Manager in driving excellence in the delivery of children services programs.

### RELATIONSHIPS- FOUNDATIONS FOR LEARNING

Relationship capabilities encompass deep connection to others and to self to build and nurture relationships through which learning and growth can flourish.

- Demonstrate through action and formalised approaches, practice that fosters trust, active listening, physical and emotional presence.
- Plan time and opportunities to understand the diverse needs of staff, educators, families and services. Including regular physical presence in each service site.
- Lead and develop all human resource functions to ensure currency, consistency in keeping with organisational policy.
- Undertake induction, supervision, performance review and staff development of positions reporting to The Program and Practice Manager.
- Provide modelling, development and implementation of induction, supervision, performance review and development for all staff reporting to the Program and Practice Manager.
- Ensure that industrial relations issues are managed in a manner that is fair and reasonable and consistent with current legislation, organisational policy and values.

### LEARNING- RESON FOR BEING

Learning capabilities encompass pedagogical philosophies, principles and practices that facilitate excellence in progressional practice and children belonging, being and becoming. As a learning leader, you are deeply involved in actively shaping and co-creating all aspects of pedagogy involving both children and adults. In doing so, leaders are vigilant in ensuring that, in all relationships and processes, children remain the primary client.

- Leads development of practice and processes that builds and nurtures a supportive, safe, encouraging and collaborative coaching approach to support staff and educators in delivery quality practice.
- Enacts and facilitates critical thinking and reflection that encourages time to think, listen and reflect on self and model to others.

- Actively develops and facilitate programs to support the learning and development of staff, informed by adult learning styles and relevant frameworks to support practice.
- Upholds and models the culture and values of the organisation in creating a sense of belonging for all.
- Develops and delivers formal structures that promotes the success of team members. Empowering staff and educators to seek opportunities to test their skills, experiment, look for new innovative ways to practice.

### **BUSINESS- SUSTAINABILITY AND AGILITY**

Business capabilities encompass facilitating effective, efficient, viable and agile structures and processes – human, financial, knowledge, administrative – that enable the ongoing success and sustainability of education and care services, particularly in the context of the changing and challenging contemporary environment.

- Contribute to the development of the FDCAQ Strategic Plan and develop the program operational plan and service business plans to drive business development and income generation activities, and the expansion of services.
- Ensure the ongoing commercial viability and profitability of services utilising strong analytical skills to inform solutions and opportunities.
- Implement strategies that will lead to growth and a leading market position for the organisation. Implement in collaboration with other organisational programs systems, processes and procedures to streamline all aspects of operation including human resource management, service delivery, product development, administration and financial operations (e.g. Service budgeting and commercial practice).
- Meet business objectives and targets in accordance with FDCAQ values and in the best interests of positive outcomes for children (i.e. quality education and care).
- Ensure strong collaborative relationships are developed and maintained with the sector and other key stakeholders to ensure that business decisions are informed by appropriate consultation, and awareness and understanding of evolving sector needs and government requirements.
- Ensure appropriate information and reporting systems are in place, providing suitable business intelligence for current and future planning regarding business opportunities and risks.
- Lead an innovative marketing based approach to shape the business brand of FDCAQ Children's Services Program and individual service types. Implementing a strategy that supports brand development, brand consistency and brand protection. Ensuring wide brand recognition, utilising a wide variety of forums and platforms.

### **OUTCOMES- FLOURISHING**

Outcome capabilities encompass facilitating an ongoing dynamic cycle of planning, monitoring and assessment of the quality of service delivery practice to ensure that learning and actions are engaging, authentic and meaningful, and enables team members and children to flourish. Leaders have a crucial role to play in the nexus between practice competence and learning outcomes.

- Facilitate a strong culture of quality improvement within the services as a whole and at an individual service level.
- Provide leadership and contribute to the development and review of policies and procedures relevant to all services. Ensuring process for development and review engage all stakeholders, are informed by contemporary best practice and organisational values.
- Ensure formal proactive processes and procedures are in place for:
  - Quality control of service delivery.
  - Inducting and developing staff members across all service types. Including monitoring and evaluation of quality of training and development provided to staff and educators.
  - Ensuring compliance with government legislative, regulatory and quality standards.
  - Engaging with services stakeholders and encouraging their feedback.
  - Operational planning to inform project development and budgetary requirements and individual staff work plans.
  - Engaging in systematic practice reflection, review and evaluation across all FDCAQ Children Services processes and products to bring about positive change and continuous improvement.
- Ensure effective fraud controls are implemented and evaluated in services.
- Evaluate customer service, client and staff satisfaction

## Skills and Attributes

### Emotional Intelligence

- Demonstrates self-awareness, awareness of others (empathy), self-management skills and capacity to motivate self and others.
- Shows genuine interest in others and works to make them feel valued.
- Acts with both heart and head.

### Agility

- Demonstrates openness, adaptability, and flexibility in responding to change.
- Able to identify and take advantage of opportunities quickly.
- Seeks out innovation; thinks laterally; can generate and share new and creative approaches.

### Comfort with Complexity

- Accepts uncertainty and complexity as normal.
- Demonstrates comfort with ambiguity and with an environment of continuous change.
- Remains focused and is able to decide and act in the face of ambiguity.

### Strengths Focus

- Displays a positive, optimistic approach; has a sense of humour.
- Focuses on strengths rather than deficits – what is working well rather than problems.
- Supports and encourages others; listens actively and inspires trust and confidence.
- Shows drive and energy, patience and perseverance in the face of challenges.
- Works from strengths to build positive and meaningful relationships.

### Values Driven and Reflexive

- Demonstrates awareness of how values, beliefs and experiences shape behaviour, voices and understanding.
- Shows curiosity; continues to question and challenge.
- Acknowledges and learn from mistakes.
- Lives own personal and professional values in enactment of own role and in relationships with others.

### Integrity and Courage

- Guided by explicit values and principles where the rights and interests of children are afforded the highest priority; ethical and professional in attitude and behaviour.
- Demonstrates honesty and humility; open about own strengths and learning areas; takes responsibility for own decisions and actions.
- Prepared to express own views; dares to be different.
- Shows a commitment to social justice and social inclusion.

### Key Relationships

#### Internal

- Executive Manager FDCAQ.
- Senior Leadership Team
- Service Team Leaders and Team Members
- All FDCAQ staff.
- Board of Directors

#### External

- Family Day Care sector including Family Day Care Australia
- Outside School Hours Care Sector
- In Home Care Sector
- Inclusion Agencies
- Other early childhood education and care services.
- Relevant government, RTO and industry organisations.

## Selection Criteria

### Essential

- Demonstrated strategic leadership, people management and change management skills. A collaborative, inclusive, relationship-oriented leadership style. Ability to work in partnership including with the peak body. Highly developed communication and relationship skills at all levels.

- Proven business development and business management skills including demonstrated capacity to grow business opportunities, deliver strategic commercial solutions, and manage organisational growth. Ability to meet targets and objectives on time and on budget.
- Experience in human resource management and implementation of systems and processes underpinned by organisational values.
- Advanced networking and public relations skills. Marketing and promotion experience.
- Strong knowledge and experience in working within government legislation, regulation, quality standards and learning frameworks.
- Demonstrated expertise in project management, quality management and risk management principles and practices.
- Well-developed skills in the use of information technology in a business environment.
- Understanding of the profit for purpose sector.

The applicant must also possess:

- At least 5 years in leading teams and programs.
- Suitable tertiary qualifications that would support the outcomes of the role.
- 'C class' driver's licence and registered roadworthy vehicle.
- Current Suitability for Child Related Employment card or eligibility to obtain one.
- Ability to drive through out the service region- up to 6 hour road trip.
- Ability to travel inter- and intrastate.
- Ability to work outside normal hours
- Be agreeable to obtaining a criminal history check and insolvency searches.

*Desirable*

- Relevant qualifications in human services and people processes.