

## Mission Australia

About us:	<p>Mission Australia is a non-denominational Christian organisation that has been helping people regain their independence for over 155 years.</p> <p>We've learnt the paths to getting back independence are different for everyone. This informs how we help people, through early learning and youth services, family support and homelessness initiatives, employment and skills development, and affordable housing. Our nationwide team delivers different approaches, alongside our partners and everyday Australians who provide generous support.</p> <p>Together we stand with Australians in need, until they can stand for themselves.</p>
Purpose:	<p>Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God.</p> <p><i>"Dear children, let us not love with words or speech but with actions and in truth." (1 John 3:18)</i></p>
Values:	Compassion Integrity Respect Perseverance Celebration
Goal:	To reduce homelessness and strengthen communities.

## Position Details:

Division:	<p>Early Learning</p> <p><i>The Early Learning division provides inclusive and accessible early learning services through high quality care and learning experiences that are child centric, family focused and community connected.</i></p>
Position Title:	<b>Centre Manager</b>
MA EL Enterprise Agreement Classification:	Children's Services Employee Level 6 or paid in accordance with Teaching salary scale if the employee holds a teaching degree. Salary is also dependant on size of centre as outlined in the MA EL Enterprise Agreement in Appendix 1.
Reports to:	Regional Manager
Position Purpose:	To manage a Mission Australia Early Learning (MA EL) centre/service (Kindergarten, Long Day Care, Preschool or Outside Hours School Care) to ensure the provision of quality early learning support to children and broader support for their families and to ensure that the centre is financially viable.
Position KPIs:	As outlined in the Centre Manager Performance Measures document.

## Position Requirements (What are the key activities for the role?)

Key Result Area 1	Safety
<b>Key tasks</b>	<b>Position holder is successful when</b>
<ul style="list-style-type: none"> <li>Ensure centre compliance with child protection laws and uphold mandatory reporting obligations.</li> </ul>	<ul style="list-style-type: none"> <li>All child protection risks or issues are reported in a timely and accurate manner in accordance with mandatory reporting obligations.</li> </ul>
<ul style="list-style-type: none"> <li>Proactively and preventatively respond to children who are at risk or who are known to child protective services.</li> </ul>	<ul style="list-style-type: none"> <li>Child protection issues are dealt with proactively and in consultation with the Regional Manager.</li> </ul>

## Position Description – Centre Manager

<ul style="list-style-type: none"> <li>Manage and ensure that the team follows all MA and MAEL policies and procedures aimed at ensuring a healthy and safe workplace for all employees, children, families and visitors to the centre.</li> </ul>	<ul style="list-style-type: none"> <li>All hazards and incidents are investigated and appropriate strategies implemented to improve health and safety within the centre.</li> <li>All serious incidents (that are reported to the regulator or require medical attention for the child) are lodged in the Safe@Heart system and sent to EL Notifications within 24 hours of the incident.</li> <li>All identified hazards at the centre are lodged in Safe@Heart within 24 hours.</li> <li>All WHS quarterly inspections are submitted on time.</li> <li>An Emergency Management Plans is in place.</li> </ul>
<ul style="list-style-type: none"> <li>Support employees returning to work after sickness or injury so as to minimise worker's compensation claims and premium costs.</li> </ul>	<ul style="list-style-type: none"> <li>In consultation with the Regional Manager, Injury Management advisor or HR, injured employees are provided with suitable duties and a return to work plan.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that children's health conditions are monitored and catered for in accordance with medical and/or parental instructions and MAEL policies.</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance to children's health plans.</li> <li>Issues of non-compliance at centre level are followed up to ensure future compliance.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that work performed at the centre by contractors (plumbers, electricians, builders, cleaners etc.) is carried out safely and in accordance to MA Contractor Management Procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Contractors engaged to perform work on the Centre are inducted and the Contractor Management procedure is followed.</li> <li>Documentation is made available to all visiting contractors (e.g. asbestos registers).</li> </ul>
<b>Key Result Area 2</b>	<b>Education Management</b>
<b>Key tasks</b>	<b>Position holder is successful when</b>
<ul style="list-style-type: none"> <li>Monitor, support, assist and evaluate the quality of the Centre's educational program.</li> </ul>	<ul style="list-style-type: none"> <li>Children are provided with high quality programs and practice as evidenced by positive feedback from families and positive internal and external assessment results.</li> </ul>
<ul style="list-style-type: none"> <li>Monitor and evaluate child and family outcomes to ensure individual needs are met.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback is acted on where required to improve educational outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that high quality resources are available to support learning and play.</li> </ul>	<ul style="list-style-type: none"> <li>Centre educational resources are maintained effectively in accordance with budget/forecast.</li> </ul>
<ul style="list-style-type: none"> <li>Monitor and evaluate the quality of the menu provided to children.</li> </ul>	<ul style="list-style-type: none"> <li>A culturally varied menu which meets the dietary guidelines and relevant food safety program is consistently provided to children and all additional needs are met.</li> </ul>
<b>Key Result Area 3</b>	<b>Business Management</b>
<b>Key tasks</b>	<b>Position holder is successful when</b>
<ul style="list-style-type: none"> <li>Responsible for the overall management of the centre including driving continuous improvement through the management of occupancy rates, budget and family debt.</li> </ul>	<ul style="list-style-type: none"> <li>The Centre is financially viable and there is evidence of strategies for growth and sustainable occupancy rates.</li> <li>Centre performance is monitored against performance measures.</li> <li>Family debt is managed in accordance with MA EL policy and procedures to ensure debt is at a</li> </ul>

## Position Description – Centre Manager

	<ul style="list-style-type: none"> <li>minimum level.</li> <li>Processes and procedures related to the Fee and Debt Management Policy are consistently applied, including ensuring that families are provided with appropriate support e.g. application for SCCB or General Manager fee relief.</li> <li>In consultation with the Regional Manager, the centre budget is monitored closely ensuring required contribution margins are met and all expenditure is within budget.</li> <li>Occupancy rates track to budget/forecast.</li> <li>The centre adheres to financial delegations.</li> </ul>
<ul style="list-style-type: none"> <li>Manage the Child Care Management System (CCMS).</li> </ul>	<ul style="list-style-type: none"> <li>The CCMS processes and procedures relating to the Centre Manager role are adhered to in accordance with MA EL policy and procedures.</li> </ul>
<ul style="list-style-type: none"> <li>In conjunction with the Marketing team, implement a marketing and retention plan to improve centre performance, occupancy and retention.</li> </ul>	<ul style="list-style-type: none"> <li>Regular marketing activities (e.g. open days, signage, and community events etc.) are implemented in accordance with local and national priorities to stimulate occupancy growth.</li> </ul>
<ul style="list-style-type: none"> <li>Liaise with the Regional Manager and Facilities Maintenance Specialist to ensure that services are well maintained and free from WHS risks.</li> </ul>	<ul style="list-style-type: none"> <li>The Centre is maintained and presentable at all times and free from risk of harm to stakeholders.</li> <li>Maintenance risks are identified and rectified where delegated approval allows.</li> <li>Centre maintenance is completed in accordance with maintenance register and within expected timeframes.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain an understanding of the early childhood education and care industry including current trends and the service provisions of local competitor centres.</li> </ul>	<ul style="list-style-type: none"> <li>Industry knowledge is current and is used to develop change initiatives aimed at improving service quality.</li> <li>Change initiatives are supported and communicated clearly to employees and families.</li> </ul>
<b>Key Result Area 4</b>	<b>Compliance Management</b>
<b>Key tasks</b>	<b>Position holder is successful when</b>
<ul style="list-style-type: none"> <li>Maintain Nominated Supervisor status for the Centre under the National Law and Regulations at all times, other than during extended periods of absence.</li> </ul>	<ul style="list-style-type: none"> <li>Nominated supervisor status is maintained.</li> <li>In periods of absence, a temporary application for Nominated Supervisor is obtained.</li> </ul>
<ul style="list-style-type: none"> <li>Oversee compliance with external policies and procedures including regulatory licencing contractual obligations, Privacy legislation, Anti-Discrimination and confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>The Centre remains compliant with all external regulatory and legislative requirements.</li> </ul>
<ul style="list-style-type: none"> <li>Work within the requirements of all Mission Australia and MAEL policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>The centre remains compliant with all MA and MA EL policies and procedures.</li> </ul>

## Position Description – Centre Manager

<ul style="list-style-type: none"> <li>Maintain up-to-date knowledge of the National Quality Framework (NQF), ensure that the service meets all required standards and satisfactorily participates in the assessment and ratings process.</li> </ul>	<ul style="list-style-type: none"> <li>The Centre (as a minimum) as 'meeting' the NQS and is the Centre is compliant with all MA EL policies and procedures.</li> </ul>
<ul style="list-style-type: none"> <li>Oversee the record management process to ensure that all centre and employee records are maintained in an accurate and confidential manner.</li> </ul>	<ul style="list-style-type: none"> <li>Records are kept up to date and are easily accessible to both internal and external bodies if required.</li> </ul>
<ul style="list-style-type: none"> <li>Update and implement the Quality Improvement Plan (QIP) for the Centre.</li> </ul>	<ul style="list-style-type: none"> <li>QIP is regularly updated and current to the operations of the service in accordance to MA EL Policy.</li> </ul>
<ul style="list-style-type: none"> <li>Work cooperatively with internal quality and policy advisors.</li> </ul>	<ul style="list-style-type: none"> <li>Internal compliance reporting and action items are completed within the required timeframes.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain all employee files in a confidential and accurate manner.</li> </ul>	<ul style="list-style-type: none"> <li>Employee files held at the centre meet regulatory requirements.</li> <li>Employee files are maintained in a confidential manner.</li> <li>Working with Children Checks are current across the Centre.</li> </ul>
<b>Key Result Area 5</b>	<b>Employee Management and Leadership</b>
<b>Key tasks</b>	<b>Position holder is successful when</b>
<ul style="list-style-type: none"> <li>Contribute towards a productive and values driven culture and ensure a sense of purpose within the workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Employees are encouraged to complete Staff Engagement Surveys when run.</li> <li>Action Plans are developed to improve staff engagement results.</li> <li>Employee initiated staff turnover meets targets.</li> <li>Initiatives are put in place to support the MA EL Workforce Development Plan as directed.</li> </ul>
<ul style="list-style-type: none"> <li>Lead, motivate and manage the centre's workforce to ensure a highly performing and cohesive team.</li> </ul>	<ul style="list-style-type: none"> <li>Employees are engaged and supported to perform their roles to the best of their abilities and to deliver high quality results.</li> </ul>
<ul style="list-style-type: none"> <li>Undertake recruitment and selection in line with Mission Australia policy and procedures for permanent, casual and contract employees.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriately skilled staff are selected, employed and inducted in line with Mission Australia policies and procedures.</li> <li>Employees selected have current police checks and current Working with Children Checks.</li> <li>The correct staffing mix (Full time, part time and casual) as per Workforce Development Plan are identified and implemented for the centre.</li> </ul>
<ul style="list-style-type: none"> <li>Effectively manage the staff rosters to ensure compliance with educator: child ratios and roster hour targets.</li> </ul>	<ul style="list-style-type: none"> <li>Rosters are managed in accordance with the Mission Australia Early Learning Enterprise Agreement.</li> <li>Labour costs are reflective of occupancy levels and educator: child ratios are maintained at all times.</li> <li>Staffing levels match business peaks and troughs.</li> </ul>

## Position Description – Centre Manager

	<ul style="list-style-type: none"> <li>Additional staffing hours that may be required due to the needs of a particular group or child are approved by the Regional Manager.</li> <li>In accordance with the MAEL Centre Manager Floor Time Guidelines, Centre Manager is counted as an Educator within child ratios and works with the children. Any changes that are required as part of an individual service needs must be approved by the Regional Manager.</li> </ul>
<ul style="list-style-type: none"> <li>Conduct performance reviews and provide mentoring and coaching as required.</li> </ul>	<ul style="list-style-type: none"> <li>100% of permanent employees have an individual performance review.</li> </ul>
<ul style="list-style-type: none"> <li>Induct and train new employees to ensure appropriate knowledge of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>100% of employees have completed the MA induction and MA EL On boarding modules within 30 days of commencing employment.</li> <li>Assigned modules in Online Learning Hub are completed within required timeframes.</li> </ul>
<ul style="list-style-type: none"> <li>Identify and address employee training and professional development needs.</li> </ul>	<ul style="list-style-type: none"> <li>Individual development goals are set for employees as appropriate.</li> <li>A Centre specific training plan is in place.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain strong communication channels with staff through monthly staff meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly staff meetings are conducted to inform employees of organisational information.</li> </ul>
<ul style="list-style-type: none"> <li>In conjunction with the Regional Manager, investigate incidents and manage employee grievances and issues to ensure a harmonious workplace is maintained.</li> </ul>	<ul style="list-style-type: none"> <li>Address and resolve grievances at a workplace level in a fair, confidential and prompt manner, in accordance with Mission Australia policy and procedures.</li> <li>Ensure that grievances are documented clearly.</li> <li>Workplace incidents are investigated using the 'Fact Finding Report Form'.</li> </ul>
<ul style="list-style-type: none"> <li>Effectively manage staff performance issues and work with Human Resources to take appropriate action.</li> </ul>	<ul style="list-style-type: none"> <li>Employee performance is monitored in a fair and equitable manner and action is taken if there are performance or conduct issues.</li> </ul>
<ul style="list-style-type: none"> <li>Reward and recognise individual and team performance.</li> </ul>	<ul style="list-style-type: none"> <li>Individual or team performance is rewarded in accordance with Mission Australia policy and procedures.</li> </ul>
<b>Key Result Area 6</b>	<b>Administration</b>
<b>Key tasks</b>	<b>Position holder is successful when</b>
<ul style="list-style-type: none"> <li>Complete a range of administration tasks for the effective functioning of the centre including reporting, assessment &amp; rating, compliance to regulatory/legislative requirements, QikKids, Payroll system, invoice processing, petty cash reconciliation, employee contracts process, CCMS systems and archiving.</li> </ul>	<ul style="list-style-type: none"> <li>Administration tasks outlined in policies and procedures are undertaken accurately and in accordance with required timeframes.</li> </ul>
<ul style="list-style-type: none"> <li>Manage all child enrolments ensuring complete and accurate files are maintained.</li> </ul>	<ul style="list-style-type: none"> <li>All child files are maintained in an accurate manner and are securely stored in line with all policies and procedures.</li> </ul>

Key Result Area 7	Family and Relationship Management
Key tasks	Position holder is successful when
<ul style="list-style-type: none"> <li>Undertake proactive networking and collaboration with internal and external stakeholder groups (families, community agencies, funding providers, local government, defence, regulatory bodies etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Strong networks are developed with a range of stakeholder groups so that the centre develops a positive reputation.</li> <li>Parent Survey results are positive.</li> <li>Eligible families are retained.</li> </ul>
<ul style="list-style-type: none"> <li>Promote public relations and awareness of the centre including involvement in local community activities in line with MAEL values and policies.</li> </ul>	<ul style="list-style-type: none"> <li>The centre is well known within the community and has a positive reputation.</li> </ul>
<ul style="list-style-type: none"> <li>Develop respectful and reciprocal relationships that respond to family needs and expectations within Mission Australia guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Strong relationships are formed with families and stakeholder groups by all employees in the centre.</li> </ul>
<ul style="list-style-type: none"> <li>Provide support as required for staff/child/family issues or complaints.</li> </ul>	<ul style="list-style-type: none"> <li>Issues/complaints raised by families are dealt with in a positive and timely manner ensuring a suitable outcome is obtained.</li> </ul>
<ul style="list-style-type: none"> <li>Implement effective communication strategies to meet the needs of families.</li> </ul>	<ul style="list-style-type: none"> <li>Families are well informed of the service's operations and communication methods are clear and effective.</li> </ul>
<ul style="list-style-type: none"> <li>Partner and share with other Centre Managers and support teams to share best practice models.</li> </ul>	<ul style="list-style-type: none"> <li>Positive and beneficial professional relationships are developed and maintained with other employees.</li> <li>Support functions (HR, Finance, EL Notifications, Marketing, Quality etc.) are utilised effectively and appropriately.</li> </ul>

***Note-The duties listed in this position description may not be all encompassing. Employees may be required to perform other reasonable duties as requested.***

## Work Health and Safety

People leaders must:

- Ensure effective management practices are implemented to mitigate risk and ensure the health and safety of workers, clients and visitors
- Ensure consultation practices are in place to enable workers to be involved in risk management planning, incident reporting and safe work practice activities to improve work, health and safety
- Acquire and keep up to date knowledge of work health and safety matters
- Follow policies and procedures to assist Mission Australia in reducing illness and injury including early reporting of incidents/illness and injuries

## **Leadership**

- Set the Leadership standards through demonstration of values based leadership and actively promote values based behaviours within Mission Australia
- Build and maintain an effective and skilled team by establishing role clarity at direct report level ensuring that performance expectations, development and accountabilities are clearly set and reviewed regularly
- Establish and maintain team structure that ensures that the right people are in place to manage, develop, grow or maintain the function to meet Mission Australia's current and future needs
- Drive a culture of openness, feedback and productivity by coaching and developing team members to achieve their full performance potential and conduct constructive and timely management of non-performance or team issues.

## **Purpose and Values**

- Actively support Mission Australia's purpose and values
- Positively and constructively represent our organisation to external contacts at all opportunities
- Behave in a way that contributes to a workplace that is free of discrimination, harassment and bullying behaviour at all times
- Operate in line with Mission Australia policies and practices (e.g.: financial, HR, etc.)
- To help ensure the health, safety and welfare of self and others working in the business
- Follow reasonable directions given by the company in relation to Work Health and Safety
- Follow procedures to assist Mission Australia in reducing illness and injury including early reporting of incidents/illness and injuries
- Promote and work within Mission Australia's client service delivery principles, ethics, policies and practice standards
- Actively support Mission Australia's Reconciliation Action Plan.

## **Recruitment information**

### **Qualification, knowledge, skills and experience required to do the role**

- Diploma-level early childhood qualification (minimum) with a Bachelor of Education (Early Childhood Education) being desirable. Certificate IV Frontline Management is also desirable. In relevant States or Territories, Early Childhood Teachers must hold current registration.
- Qualifications and experience required to be appointed as a Nominated Supervisor under the National Law and Regulations.
- Senior First Aid Certificate including CPR, anaphylaxis management, and emergency asthma training.
- Demonstrated knowledge of the National Quality Framework & legislation relevant to Early Learning.
- Experience successfully managing all aspects of an early learning centre including programming, rostering, budgeting and marketing.
- Experience in people management and development.
- Ability to establish and maintain strong relationships with families and other key stakeholders.
- Ability to make sound business decisions.
- Strong communication skills and the ability to present information clearly and concisely.
- Ability to manage time effectively.
- Commitment to growing the business and the ability to adapt to and introduce change.
- A sound level of computer literacy including proficiency in Microsoft Office packages, Child Care Management Systems and other operating systems.

### Key challenges of the role

- The ability to deliver a quality service to children and families whilst adhering to internal and external guidelines and regulations.
- The ability to balance the delivery of quality educational programs with the requirement to manage the budget, grow the business and keep up with a high volume of administration tasks.

### Compliance checks required

Working with Children ☒

National Police Check ☒

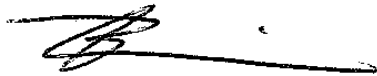
Vulnerable People Check ☐

Drivers Licence ☒

Nominated Supervisor ☒

Other (prescribe) ☐

### Approval



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**Manager name** Ben Williams, General Manager Early Learning **Approval date** 4 October 2016