

## YMCA POSITION DESCRIPTION – ENTERPRISE AND TRAINING MANAGER

Position Title	Enterprise and Training Manager		
Group	YMCA Social Impact (Y-Care South East QLD Inc.)		
Modern Award / Agreement	Social, Community, Home Care and Disability Services Industry Award 2010		
Classification Level	Level 5.1 – 6.1 (dep. on level of skills, knowledge and experience)		
Position Status	Permanent	Child Facing Role	Blue Card Required
		✓	✓
Safeguarding Classification	Child Facing Position (CF)		
Employment Screening	National Police Check Working with Children Check (Blue Card)		
Reports to	Group Manager, YMCA Social Impact		
Supervises	Youth Workers, Skilling QLD for Work program and Hair Salon Manager		

### Industry Sector

As the social impact arm of the YMCA, Y-Care, trades as YMCA Social Impact and exists to serve people in our community who are disadvantaged. Social Impact's programs each operate in different areas but share the common theme of assisting people overcome the challenges they face in body, mind and spirit. Services and programs managed by Social Impact fall under the following 5 focus areas: Youth and Education, Healthy Futures, Community Housing, Disability and Social Enterprise. The YMCA Vocational School operates under the Youth and Education focus area.

The mission impact for the Enterprise and Training Program area is to support people to gain employment and increase their employability skills. This purpose is delivered by both Community VET and Enterprise sub-program areas.

### Position Summary

This position leads the Enterprise and Training program area. The delivery of Community VET is guided by a model of service and supports beneficiaries to develop career readiness skills and then enter the work force.

YMCA Social Enterprise for purpose activities are operated to provide work experience and employment opportunities for both YMCA School students and community VET participants. The social enterprise for purpose sub-program area is broken into three types:

	Op Shops	Direct Operation	Coffee Carts
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>Support the ongoing development of Op Shop operational documentation to create a replicable Op Shop model</li> <li>Audit store operation against Op Shop operation documentation</li> <li>Audit volunteer recruitment and onboarding</li> </ul>	<ul style="list-style-type: none"> <li>Oversee the operation of hair salons</li> <li>Establish and then oversee the operation of new enterprises that can be run from spaces controlled by YMCA Social Impact</li> <li>Manage spaces owned / controlled by YMCA Social Impact that are leased to 3rd parties</li> </ul>	<ul style="list-style-type: none"> <li>Support the ongoing development of hospitality service operational documentation to create a replicable model</li> <li>Audit store operation against operational documentation</li> <li>Audit volunteer recruitment and onboarding</li> </ul>



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## Duties and Responsibilities

### 1. ENTERPRISE AND TRAINING IMPROVEMENT

- 1.1 The development, implementation, review and amendment of the Enterprise and Training strategic intent;
- 1.2 The development and implementation of improvement processes with respect to the Community VET model of service and subsequent development of related policies, procedures and practices in consultation with the Community VET Team;
- 1.3 The development and implementation of improvement processes with respect to the operation of Social Enterprises and subsequent development of related policies, procedures and practices in consultation with Enterprise Managers and VET Youth Workers (school enterprises);
- 1.4 Identify and develop new opportunities for social enterprise-for-purpose; develop operational models in conjunction with the Group Manager, Social Impact, and apply for funding through appropriate channels;
- 1.5 Liaise with partner RTOs in the creation of functional partnership agreements, and support the ongoing operation of these to ensure that training provided is appropriate to specific needs of beneficiaries and in accordance with YMCA's values and operational principles.
- 1.6 Maintaining a strong connection between other Social Impact and YMCA of Brisbane programs, looking for opportunities for service integration; and
- 1.7 Using data to demonstrate beneficiary outcomes and drive decision-making.

### 2. LEARNING AND DEVELOPMENT

- 2.1 Community VET:
  - 2.1.1 Focus on Community VET team practices and processes aligned with model of service;
  - 2.1.2 The use of evidence based and proven career readiness strategies to obtain quality outcomes for beneficiaries;
  - 2.1.3 Lead team members in developing strategies to directly market participants to employers, and to actively assist participants to obtain employment through both the open and hidden job markets;
  - 2.1.4 Provide vocational training that meets the needs of YMCA's unique student body and creates genuine employment and training pathways;
  - 2.1.5 Ensure beneficiary case management and support is conducted to a high standard, which is underpinned by a strengths-based, developmental approach, consistent with YMCA's Thrive philosophy (trauma-informed practices).
- 2.2 Social Enterprise for Purpose:
  - 2.2.1 Excellence in the delivery of sustainable business models whilst integrating positive work experience, training and employment opportunities for YMCA beneficiaries;
  - 2.2.2 Creation of business intelligence dashboard to track the performance of Social Enterprises;
  - 2.2.3 Ensure beneficiary case management and support is conducted to a high standard, which is underpinned by a strengths-based, developmental approach, consistent with YMCA's Thrive philosophy (trauma-informed practices).

### 3. DEVELOPING SELF AND OTHERS

- 3.1 The development and implementation of staff development and performance plans;
- 3.2 Embed a coaching and mentoring culture across enterprise and training;
- 3.3 Establish and maintain partnerships with tertiary education providers that contribute to a culture of excellent practice in all aspects of the model of service; and
- 3.4 Regular interaction with Social Enterprise for Purpose membership groups;
- 3.5 Facilitate and participate in training activities;
- 3.6 Participate in extra-curricular activities reasonably expected in line with the position, including but not limited to industry networking events, professional development, school camps and school related events;
- 3.7 Advocate on behalf and for young people in community planning committees where appropriate and needed.



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### 4. LEAD IMPACT, INNOVATION AND CHANGE

- 4.1 Contribute to the design, development, and review of an up-to-date monitoring, evaluation, and learning framework for the program or service, and ensure it is implemented as intended;
- 4.2 Modelling and promoting evidence-informed decision-making by proactively applying research and evaluation insights and other appropriate information to planning and decision-making processes; and
- 4.3 Empower and encourage staff and beneficiaries to lead or take an active role in program and service development.

### 5. ENGAGE AND WORK WITH THE COMMUNITY

- 5.1 Develop and maintain networks and partnerships with key stakeholders non-government services and organisations; government representatives, statutory authorities and the corporate sector;
- 5.2 Initiate and support relationships with like Community VET program providers and social enterprises, including across the greater YMCA movement and in the broader community;
- 5.3 Support student practicum placements and volunteer engagement at all levels of Training and Enterprise;
- 5.4 Maintain strong relationships with relevant stakeholders to maintain a strong understanding the current and future trends and perspectives that both will impact beneficiaries and develop opportunities for Program growth.

### 6. MANAGEMENT OF ENTERPRISE AND TRAINING

- 6.1 The effective oversight of enterprise and training staff so that the operation of each activity remains consistent with the strategic direction and vision established for both Community VET and Social Enterprises;
- 6.2 The development and implementation of replicable practices to both ensure effective program delivery and monitor compliance against agreed performance requirements;
- 6.3 Ensure planning approaches are consistent with organisational practice;
- 6.4 Ensure compliance and reporting practices are timely, accurate and transparent;
- 6.5 Ensure staff engagement and recruiting practices are aligned with organisational human resource and educational standards;
- 6.6 Produce high level and comprehensive project proposals / business cases / feasibilities related to the delivery of the aforementioned performance for the consideration of the Group Manager, Social Impact and Y-Care Management Committee;
- 6.7 Prepare the enterprise and training budget and then monitor the income and expenditure against budget targets, ensuring corrective action is taken when targets are not met;
- 6.8 Manage the submission of funding applications (capital and recurrent) to enhance program delivery, development of new opportunities and ensure grant targets are being met;
- 6.9 Ensure funding acquittal requirements are completed within required timeframes; and
- 6.10 Adhere to appropriate governance delegations and authorisations.

## Safeguarding Children

### 7. SAFEGUARDING CHILDREN REQUIREMENTS

The status for your position as either child-facing or non-child-facing is outlined on page one of your position description. The YMCA has requirements for both child-facing and non-child-facing roles which are indicated below.

#### Child-Facing Roles

- 7.1 Declare anything you become aware of through the course of your engagement with the YMCA which a reasonable person would consider could impede your suitability to have contact with children and young people;
- 7.2 Act as an extended guardian towards children and young people where you have interactions and at all times take reasonable steps to prevent abuse and neglect;
- 7.3 Adhere to all policies and procedures relating to safeguarding children and young people and the Safeguarding code of conduct;
- 7.4 Update your details whenever these change, with the relevant department administering the working with children check or equivalent in your state/ territory of residence, as required by applicable laws;
- 7.5 Complete a Working with Children Check (Blue Card) prior to commencement and maintain currency throughout employment;
- 7.6 Complete a National and/or International Police Check prior to employment and at the discretion of the YMCA;
- 7.7 Report any suspicions, concerns, allegations or disclosures of alleged child abuse/ neglect in line with procedures;



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Participate in safeguarding children and young people training as directed; Non-

## Child-Facing Roles

- 7.8 Participate in safeguarding children and young people training as directed
- 7.9 Use standardized methods for receiving and responding to feedback and complaints from children, young people and their families;
- 7.10 Any new program initiatives are to include consultation with children and young people, using standardized practices and resources;
- 7.11 Maintain a working knowledge of policies and procedures relating to safeguarding children and young people;
- 7.12 Attend any other training legally mandated by your role in relation to safeguarding children and young people;
- 7.13 Actively promote cultural safety for children and young people from CALD, ATSI, LGBTQIA+ communities and those with disabilities.

## General

### 8. GENERAL REQUIREMENTS

- 8.1 Support the management of a workplace that supports diversity including gender, cultural and generational diversity; provide equal employment opportunity and foster a respectful, inclusive workplace;
- 8.2 Comply with all Policies and procedures
- 8.3 Maintain confidentiality of all YMCA information, records and files;
- 8.4 Complete the YMCA Induction and other required training as required by organizational policy and procedures;
- 8.5 Uphold, promote and comply with the policies, mission and values of the YMCA;
- 8.6 Any other duties as determined by the Chief Executive Officer as required.

## Health and Safety

### 9. WHS RESPONSIBILITIES FOR ALL EMPLOYEES / VOLUNTEERS

- 9.1 Take reasonable care to ensure their own safety and health and that of others, and to abide by their duty of care provided for in the legislation;
- 9.2 Be familiar with the YMCA WHS Policy and other health and safety policies, procedures and requirements;
- 9.3 Accept responsibility and accountability for compliance and cooperation with all WHS policies, procedures and practices established by the YMCA;
- 9.4 Report all hazards, near-misses, incidents and injuries in accordance with organization policy and procedures;
- 9.5 Wear appropriate clothing, footwear and protective equipment for the work performed and work environment;
- 9.6 Properly use equipment, including any relevant safety equipment or devices;
- 9.7 Participate in discussions and consultation on the management and resolution of WHS risks;
- 9.8 Accurately complete all required WHS documentation relevant to position and work activities being undertaken
- 9.9 Continually monitor the workplace for hazards so as to minimize the risk to both customers and staff;
- 9.10 Make suggestions for improvements to health and safety practices within the workplace;
- 9.11 Take reasonable care for your own health and safety and that acts or omissions do not adversely affect the health and safety of others;
- 9.12 Comply with any reasonable instruction that is given by the YMCA for ensuring health and safety.

## Key Physical Requirements

1. Walking / standing – Frequent
2. Sitting – Frequent to Constant
3. Driving - Frequent
4. Squatting/ bending/kneeling – Occasional
5. Working outdoors – Occasional
6. Fine motor skills (keying, typing) – Constant
7. Gross motor skills (e.g. setting up, packing up) – Occasional
8. Lifting/carrying up to 10kg – Occasional

(Key = Occasional 1-33%, Frequent 34-66%, Constant 67-100%)



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## Position Requirements / Selection Criteria

1. Minimum of 3 years completed of a relevant degree and working towards the completion or completed Bachelor of Human Services, Social Work, Psychology or related degree, with a minimum of 5 years related work experience;
2. Current Open Queensland Drivers Licence;
3. Demonstrated capacity to develop and maintain an organisational culture based on YMCA mission and values;
4. Successful strategic leadership experience in a vocational, education and training setting of at least 3 years;
5. Demonstrated understanding of commercial practices and how they can be applied to the operation of Social Enterprises for Purpose;
6. Significant experience in working with Government, Community and corporate stakeholders;
7. A demonstrated knowledge of the challenges facing youth and those who are unemployed and the innovative methods needed to support them to go on a journey to employment;
8. Ability to communicate effectively with beneficiaries including the use of appropriate interpersonal skills and the ability to plan and apply appropriate strategies to support beneficiaries to go on a journey to employment;
9. Demonstrated monitoring, evaluation and learning skills and the ability to use those to improve program delivery;
10. Demonstrated ability to manage effectively human, financial and physical resources to deliver both social impact and high quality organisational outcomes;
11. Demonstrated capacity to produce high level business cases which have been considered and subsequently approved by Boards and or equivalents;
12. Willingness to obtain an ACF Safeguarding Children Certificate;
13. Current First Aid and CPR Certificates or willingness to obtain;
14. Possess or willingness to obtain a Blue Card and a National Criminal History check prior to commencement of employment.

## Membership of the Australian Psychological Society Approval

Date Position Description Revised:	October 2020
Position Description approved by:	Chief Executive Officer
Date of Approval:	

