

## POSITION DESCRIPTION

### Social Enterprise Manager

#### OVERVIEW

<b>Program:</b>	Op Shops
<b>Reports to:</b>	General Manager – Business Development
<b>Supervise:</b>	Area Coordinators, Op Shops Marketing and Digital Coordinator, Store Coordinators
<b>Date of Last Review:</b>	July 2019
<b>Classification:</b>	Social and Community Services Employee Level 7 Sacred Heart Mission Enterprise Agreement 2018, or subsequent Agreements

#### ORGANISATION CONTEXT

Sacred Heart Mission (SHM) works with people whose capacity to participate fully in community life is affected by deep, persistent disadvantage and social exclusion. Since opening our doors in 1982, the Mission has been providing a range of innovative, relationship-based service responses which enable people to overcome disadvantage and realise their full potential. As a trauma informed organisation, our shared recognition of the impact of trauma informs and guides all of our interactions with the people who access our services.

SHM is an Equal Opportunity Employer and an Environmental Sustainability driven organisation. We provide equal employment opportunities to all employees without regard to race, colour, religion, gender, national origin, age or disability. We ensure staff and volunteers operate from fit for purpose facilities that adopt green building design and practices.

SHM has a number of staff committees across the organisation committed to championing best practice in these areas. Our EEO groups lead by example to break down the barriers to inclusion and to foster a diverse workplace where people are free from discrimination and disadvantage and are treated with respect and dignity. Our Green team has set targets for developing SHM's environmental profile as a sustainable organisation and as a leader in the sector.

#### VISION

Our vision is of an inclusive, fair and compassionate community, which enables people to overcome disadvantage and realise their full potential.

Document Number:	HRE-FOR-005	Version:	1	Page No.	1 of 6
Document Status:	Current	Pathway:	T:\10.0 Forms		
Date created:	December 2016	Prepared by:	Manager People & Culture		
Date Updated:	N/A	Updated by:	N/A		
Review Date:	December 2019	Approved by:	Manager People & Culture		

## MISSION

Our mission is to build people's capacity to participate more fully in community life, by addressing the underlying causes of deep, persistent disadvantage and social exclusion.

### We do this by:

- Ensuring access to the necessities of food, clothing, housing, health care and specialised services.
- Listening, understanding and responding to people in a holistic, caring, and respectful way, so they can take control of their lives.
- Delivering accessible, responsive, evidence informed and innovative services.
- Welcoming people in the spirit of social justice, co-operation and partnership to create better communities.
- Engaging sector partners, researchers, philanthropy, business, government and the broader community, to contribute their time, expertise and resources.

## PROGRAM INFORMATION

The mission currently operates twelve opportunity shops. The op shops provide almost a third of Sacred Heart Mission's operating income. Various programs are reliant on the op shops as their major source of funding. This level of income is only possible due to the generous donations received from the community and the customers who shop in our stores. The number of op shops and social enterprises, and the level of income, is expected to grow over the next 5 years.

## PURPOSE OF THE POSITION

- To ensure that op shop staff and volunteers are managed in a way that promotes and advances the strategic direction of the organisation, and is in line with organisational values
- The effective and efficient management of all the op shops to ensure that op shop budgets, strategic objectives, operational efficiency and legislative requirements are met
- To maximise donations and sales through marketing, promotion and other strategies
- To develop business opportunities and social enterprises that are in line with the organisational values and are a fit with the organisational business model
- As a member of the Management Group, contribute to the overall management of SHM

Document Number: HRE-FOR-005

Version:

1

Page No.

2 of 6

Document Status: Current

Pathway:

T:\10.0 Forms

Date created: December 2016

Prepared by:

Manager People & Culture

Date Updated: N/A

Updated by:

N/A

Review Date: December 2019

Approved by:

Manager People & Culture

## KEY RESPONSIBILITIES

Accountability	Major Activities
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Deliver net profit budgets and other financial budgets for the opportunity shops and social enterprises across Sacred Heart Mission</li> <li>▪ Set annual budgets in conjunction with General Manager – Business Development and in line with the organisational long-term plan</li> </ul>
<b>Op Shop Management</b>	<ul style="list-style-type: none"> <li>• Ensure all op shop staff adhere to organisational procedures and practices.</li> <li>• Empower coordinators to be responsible for running and managing their respective shops/vehicles whilst working as a team to achieve the best possible results for SHM.</li> <li>• Mentor and coach Area Coordinators as necessary.</li> <li>• Provide Area Coordinators with regular supervision.</li> <li>• Work with the Volunteer Program to maximise volunteer support in the op shops.</li> <li>• Meet with relevant Program and Department Managers to discuss and address any issues, opportunities or needs as they arise.</li> <li>• Ensure all op shop policies and procedures are updated and met in order to deliver financial, organisational and compliance obligations.</li> <li>▪ Actively foster a strong connection to the vision, mission and values of Sacred Heart Mission in all Op Shop volunteers and staff.</li> </ul>
<b>Marketing and Promotion</b>	<ul style="list-style-type: none"> <li>▪ In conjunction with the Op Shops Marketing and Digital Coordinator, and with the assistance of the Communications and Advocacy Team, develop and implement new marketing strategies to maximise donations and sales.</li> <li>▪ Support and develop relationships with schools, businesses and other key stakeholders.</li> <li>▪ Support and develop greater brand exposure and an increase to the profile of the SHM op shops and the broader organisation throughout the wider community.</li> </ul>

Document Number: HRE-FOR-005

Version:

1

Page No.

3 of 6

Document Status: Current

Pathway:

T:\10.0 Forms

Date created: December 2016

Prepared by:

Manager People & Culture

Date Updated: N/A

Updated by:

N/A

Review Date: December 2019

Approved by:

Manager People & Culture

<b>Organisational and Social Enterprise Development</b>	<ul style="list-style-type: none"> <li>• Ensure all staff receive the development opportunities they need to maintain and increase their skill levels.</li> <li>• Lead the continuous improvement ethos for the op shops team.</li> <li>• Manage the development and execution of an op shops work plan with the Business Development Team.</li> <li>• Develop social enterprise business cases to deliver the social enterprise strategy.</li> <li>• Meet the agreed objectives of SHM and social enterprise strategic plans. <ul style="list-style-type: none"> <li>▪ Research, develop and implement sustainable business opportunities and/or social enterprises that generate income or employment pathways and add value to the SHM op shops' and organisational brand.</li> </ul> </li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Attend Management meetings and participate in the management of the organisation through involvement in the management team and Business Development management team.</li> <li>• Contribute to a workplace environment that supports staff and volunteers, develops teamwork, and ensures the provision of quality and innovative services for Mission clients and op shop customers and donors.</li> <li>• Develop and implement a positive and consistent leadership culture within SHM in conjunction with the Executive Management team. <ul style="list-style-type: none"> <li>▪ Lead by example and ensure you and your team operate in a way that is consistent with the values of the organisation and connected to the founding story of the Mission.</li> </ul> </li> </ul>
<b>OH&amp;S</b>	<ul style="list-style-type: none"> <li>▪ Commitment and active leadership of workplace health and safety across the Op Shops.</li> <li>▪ Implement effective OH&amp;S measures to ensure compliance with the Occupational Health and Safety Act 2004 (Vic) Act and related legislative requirements</li> <li>▪ Exercise a duty of care to work safely, taking reasonable care to protect your own health and safety and that of your fellow</li> </ul>

Document Number: HRE-FOR-005  
Document Status: Current  
Date created: December 2016  
Date Updated: N/A  
Review Date: December 2019

Version: 1 Page No. 4 of 6  
Pathway: T:\10.0 Forms  
Prepared by: Manager People & Culture  
Updated by: N/A  
Approved by: Manager People & Culture

	workers, volunteers and clients, including following safe working procedures and instructions
<b>RISK</b>	All SHM staff are responsible for considering, identifying and addressing risk (the effect of uncertainty on objectives) whether positive (opportunities) and/or negative (threats).
<b>CQI (Continuous Quality Improvement)</b>	All SHM staff are responsible for identifying areas of the strategic plan that 'add value', and for implementing and monitoring CQI initiatives. Staff are open to new ways of doing things, respond to challenges with innovative ideas and solutions and promote a continuous quality improvement culture.
<b>TIC (Trauma Informed Care)</b>	All SHM staff are responsible for engaging in learning and development to integrate their understanding of and responsiveness to the impact of trauma within their work, including active participation in the supervision and performance development process.

## MANDATORY REQUIREMENTS

- A current Criminal Records Check
- Valid driver's license to drive in Australia

## QUALIFICATIONS

### Essential

- Tertiary qualification in Business

### Desirable

- OH&S Training

## KEY SELECTION CRITERIA

- Excellent communication skills, both verbal and written.
- High level interpersonal skills, with a demonstrated capacity to work collaboratively with others and exercise influence in a diversity of contexts.
- Ability to participate collaboratively and constructively within teams of peers, staff and other stakeholders, as well as possessing initiative and effective personal judgement when working alone.

Document Number: HRE-FOR-005

Version:

1

Page No.

5 of 6

Document Status: Current

Pathway:

T:\10.0 Forms

Date created: December 2016

Prepared by:

Manager People & Culture

Date Updated: N/A

Updated by:

N/A

Review Date: December 2019

Approved by:

Manager People & Culture

- Proven ability to manage, supervise and provide leadership to a team.
- Demonstrated experience in establishment and management of models for social enterprise and/or retail operations.
- Experience in development and successful implementation of new business enterprises and initiatives.
- Lead and support all staff in SHM compliance requirements, including staff attendance in compliance training and development activities.
- Strong alignment with the values of Sacred Heart Mission.

**APPROVED BY MANAGER** .....

**ACCEPTED BY STAFF MEMBER** .....

**DATE** .....

***POSITION DESCRIPTION SHOULD BE REVIEWED ANNUALLY OR WHEN POSITION CHANGES***

Document Number:	HRE-FOR-005	Version:	1	Page No.	6 of 6
Document Status:	Current	Pathway:	T:\10.0 Forms		
Date created:	December 2016	Prepared by:	Manager People & Culture		
Date Updated:	N/A	Updated by:	N/A		
Review Date:	December 2019	Approved by:	Manager People & Culture		