

Chief Operations Officer

Multicultural Australia

Success Profile | May 2021



**MULTICULTURAL
AUSTRALIA**
it's who we are

Thank you for your interest in the Chief Operations Officer recruitment process.

OnTalent is thrilled to be leading the process of this appointment on behalf of Multicultural Australia. This briefing pack provides you with information regarding the organisation, the role, the process timeframes and requirements.

Application process:

Once you have reviewed this material, and if you haven't already, please provide us with the following to formalise your application:

- 🕒 A one to two-page cover letter stating your interest and motivation, and a summary that demonstrates your achievements and suitability as relevant to this appointment
- 🕒 Your resume

Applicants from diverse backgrounds and cultures who meet the requirements of this important leadership role are encouraged to apply.

I look forward to working with you through this process and invite you to contact Courtney Chambers, Robyn Walker or myself directly at anytime on 07 3305 5800.

Sincerely

A handwritten signature in blue ink, reading 'Natasha Olsson-Seeto'.

Natasha Olsson-Seeto
Chief Executive
OnTalent

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| 12 – 26 May | <ul style="list-style-type: none">• Position released to the market• Enquiries responded to and information packs distributed• Candidate applications close Wednesday 26 May |
| 31 May - 11 June | <ul style="list-style-type: none">• Commencement of longlisting• OnTalent interviews with selected longlisted candidates |
| Week commencing 14 June | <ul style="list-style-type: none">• Multicultural Australia panel Interviews• Reference and psychometric assessment |
| Final steps | <ul style="list-style-type: none">• Second round meeting / interview for preferred candidate(s)• Offer negotiations and confirmation of appointment of successful candidate |

We are Multicultural Australia – Queensland’s settlement service provider for migrants and refugees.

For 23 years, Multicultural Australia (formerly Multicultural Development Australia) has been welcoming refugees, people seeking asylum, international students and other new arrivals to Queensland with the goal of creating a fairer, more prosperous society for all Queenslanders.

We support thousands of newly arrived Queenslanders every year, including refugees, international students, people seeking asylum and migrants. We help them to settle into their new lives, build connections in their communities, find work and study opportunities, learn new skills and feel at home.

We also work with individuals, communities, business and government to help build a more welcoming Queensland through advocacy, cultural training, community events, employment, youth programs, sports and arts inclusion programs to advance a diverse, inclusive and multicultural community.

We have worked hard to advance multicultural Australia and build communities where everyone belongs. Developing inclusive and prosperous communities, changing the conversation and keeping fit for the future are the strategic pillars that highlight why we exist. They underpin what we do—our services, partnerships and business. Ethical leadership and deep collaboration with community is at the heart of how we work—our culture and practice.

A more welcoming Queensland is better for everyone

Multicultural Australia – About Us



From a Brisbane backyard to one of Queensland's most respected multicultural agencies. Multicultural Australia has been shaping a better future for all Queenslanders for over 20 years.

"We did it in a backyard, with a clothes' line in the background. And we did it without any possessions. We didn't have any money, we didn't have a place and we didn't have any workers. And isn't that reflective of a lot of our clientele! Many come here without anything except a dream to begin again." – Gail Hyslop – Multicultural Australia founding member.

In 1997 a group of concerned Queenslanders met in an unassuming Brisbane backyard, in the shadow of an Australian icon, the hill hoist, to discuss the future of Queensland's multicultural sector after the defunding of the Brisbane Migrant Resource Centre.

Dreaming together of a Queensland where everyone felt welcome and included, they committed to start a new organisation to support new Queenslanders. In 1998, the Multicultural Development Association became incorporated to deliver essential migrant services, advocate for multiculturalism and build a strong future for all Queenslanders.

21 years and one small name change later, Multicultural Australia provides welcome and support to more than 5000 newly arrived Queenslanders every year, including refugees, migrants, international students and people seeking asylum.

Our commitment to our original vision is as strong as ever. We are dedicated to building a welcoming Queensland where all new Queenslanders have the opportunity to fully contribute to and participate in a multicultural society.



Vision

A trusted Queensland not-for-profit creating welcome and inclusion for new Queenslanders. Exceeding stakeholder expectations by delivering exceptional services, working with others to solve big issues and driving innovative projects that make a real difference.

Purpose

Multicultural Australia exists to create a welcoming, inclusive and economically stronger community - an agenda shared with many others. Our part is to ensure that new Queenslanders are included, skilled and thriving. We are passionate about promoting positive conversations about inclusion.

Values

We are fiercely committed to human rights and demonstrating our values in our daily work. We show up for one another, are faithful to our clients' aspirations and we solve problems by finding the third way. We are ethical and strive for impact. We pride ourselves on being an organisation with the grit needed to affect real change.





Peter Forday, Chair

Peter Forday joined the board in 2011 and has held the position of chair since 2016. He owns and operates a management consultancy specializing in organisational change, stakeholder engagement and leadership. Peter holds a number of other community leadership roles including being Chair of Welcome Sports, the Police Ethnic Advisory Group, and the Cohesive Communities Coalition. He is also a Director of Mercy Community Services Southeast Queensland and Mercy Aged Care Central Queensland.



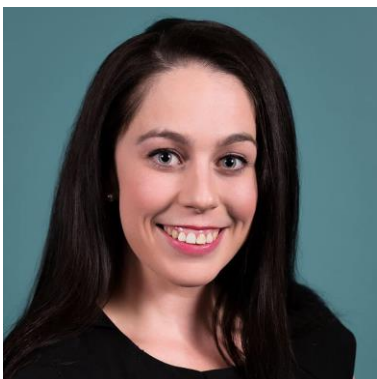
Giri Sivaraman, Deputy Chair

Giri joined the board in 2018 and was appointed deputy chair in 2019. He is a principal and head of Maurice Blackburn's Queensland employment law department. He regularly advises trade unions and non-government organisations on governance, has acted for refugees in pro bono matters, and ran the firm's pro bono scheme for underpaid 7-Eleven workers. Giri is a member of the Queensland Multicultural Advisory Council.



Fahim Khondaker, Director

Fahim joined the board in 2015. He is a partner at BDO Australia, a global professional services firm, and is a chartered accountant. Fahim has extensive experience working with charities and community organisations that promote social cohesion and understanding.



Jade Demnar, Director

Jade joined the Board in 2018. She is now a senior executive in federal government, serving as the Assistant Director-General Technology Engagement at the Australian Signals Directorate. She previously spent many years as a management consultant in global professional services firm, Accenture. She is a member of the Australian Cervical Cancer Foundation Board and is Head of Curation at TEDx Brisbane.

Multicultural Australia – Our Chief Executive Officer








Christine Castley, Chief Executive Officer

Christine is an experienced senior executive leader, with substantial expertise in organisational transformation and change management, strategic governance, project management, policy, community engagement, operations and service delivery. She was previously Deputy Director-General in the Department of the Premier and Cabinet and the Department of Housing and Public Works. Christine is a passionate advocate for equal access to justice and services for everyone regardless of their gender, beliefs or circumstances, and to doing everything possible to help the most disadvantaged people in our community, including refugees, migrants and asylum seekers, to live in safety and to go about their lives free from danger or harm.

Multicultural Australia is the contracted service provider to deliver refugee settlement services in Queensland under the Commonwealth's Humanitarian Settlement Program.

In addition to our work with refugees and asylum seekers, we offer a range of programs, services and support for all newly arrived Queenslanders, their families, employers and communities. To find out more about the services we offer and how you can access them, click on any of the options below:

-  Settlement and Community Services
-  Employment, Skills and Training
-  Young People
-  Cultural Training
-  Community Training Program



Building inclusive and prosperous communities.

Multicultural Australia strives to develop communities where everyone feels valued and safe, and where others will be drawn to live.

We deliver settlement services, supporting our clients to realise their aspirations and foster their ability to prosper. Our services are centered on evidence-based practice and shaped by client and community voice.

We partner with business, government, community groups and other service providers to build a network of welcoming and inclusive organisations and communities across Queensland where all newcomers will feel inspired to contribute and grow.



Settlement Services

Migrating to a new country is a challenging and complex process. We work with new Queenslanders including migrants, refugees and asylum seekers to provide them with the support and services they need to settle into their new home. We also partner with communities and local organisations across Brisbane to operate a network of Welcome Hubs, where all Queenslanders can meet new people and get involved in their local communities.

Humanitarian Settlement Program

The Australian Government has selected Multicultural Australia to deliver refugee settlement services in Queensland under the Humanitarian Settlement Program (HSP).

Multicultural Australia works collaboratively with our community partners and local service providers as part of our commitment to involving local communities with the design and delivery of settlement services. In particular, we are pleased to subcontract to experienced settlement providers in Cairns and Townsville to assist refugees as they settle in these regions.

Multicultural Australia is passionate about making a real difference to the lives of refugees and the Queensland communities they settle in.

Settlement Engagement Transition Support

Multicultural Australia's Settlement Engagement and Transition Support (SETS) Client Services program promotes successful lifelong settlement of refugees and other new Queenslanders by supporting people to build independence and community connections.

We offer intake and triage services (see Low Intensity Support, below), as well as 1:1 support to individuals, families and youth (see Medium Intensity Support, below). This support is provided by degree-qualified case managers and focuses on identifying and working towards life goals with participants.

We also offer group programs based on the needs of new Queenslanders and their community. Our group sessions aim to reduce vulnerability of at-risk groups and increase people's capacity to contribute and participate.

Unaccompanied Humanitarian Minors

Multicultural Australia provides out of home care services to unaccompanied minors who are in the guardianship of the Minister for Home Affairs. Services provided to eligible children and young people include case management which supports community link placements as well as the provision of therapeutic care within a residential setting.

Status Resolution Support

Multicultural Australia provides crucial support to people seeking asylum through the Status Resolution Support Services (SRSS) program while their refugee status is being processed.

SRSS is a needs-based program that assists people in the community who are waiting for their claim for refugee status to be resolved and who are experiencing barriers to employment, resolving their immigration status, or returning home.

Multicultural Australia assists people seeking asylum to determine their program eligibility and apply for the SRSS program. Multicultural Australia provides case management to clients on the SRSS program, connecting them to services, as well as assisting clients to transition out of the program.

Community Support Program

The Department of Home Affairs has selected Multicultural Australia as an Approved Processing Organisation (APO) under their Community Support Program (CSP).

The CSP enables communities and businesses, as well as families and individuals, to propose humanitarian visa applicants with employment prospects and to support new humanitarian arrivals in their journey to Australian settlement.

Community members (including individuals and families), businesses and community organisations can work with APOs and enter into arrangements to propose, and support CSP entrants. To become a proposer, you must agree to help the person or the family to settle in Australia by providing practical and financial assistance.

Redbank Plains Community Centre

Redbank Plains Community Centre is a safe, welcoming and inclusive place for all residents of Redbank Plains. The centre's goal is to make a meaningful impact to the Redbank Plains community, through creating opportunities, reducing social isolation, and developing a sense of welcome and belonging.

Redbank Plains Community Centre is managed by Multicultural Australia. It is an initiative of Ipswich City Council and Queensland State Government.

Welcome Hubs

True inclusion can only occur when the whole community signs up to create a welcoming environment where everyone can belong.

We collaborate with 17 Welcome Hubs in local communities across Brisbane—local community organisations that want to welcome their newest neighbors. Through cultural conversations, storytelling, training, International Women's Day events, Harmony Day celebrations, community festivals and forums, we find ways for people to connect and participate in the social and economic life of Queensland. Apart from making new friends and social connections, they discover pathways to training and employment, understand more about their local community, and learn about local supports and services.

Australians old and new have been profoundly impacted by their Welcome Hub experiences:

"I learned about the incredible courage and resilience of refugees."

"I was awed by the inspiring joy that they had and how they saw everything as a new opportunity."

"I want to meet more Aboriginal people, because they are the owners of the land."

"I felt that I am not isolated in foreign country and I have many friends that we could celebrate together and connect."

Employment

Finding meaningful work is a critical factor in settlement success. Multicultural Australia offers a number of programs and support services to enable new Queenslanders to find and thrive in their chosen career. These programs include opportunities for new arrivals to learn vocational skills and complete placements in Queensland business through Work & Welcome, as well as our ParentsNext program which focuses on supporting the parents of young children to enter, or return to, suitable employment.

All these strategies focus on helping to strengthen Queensland and its economy by providing opportunities for new arrivals to contribute their time and skills. By investing in newcomers, we invest in Australia.

Parents Next

ParentsNext gives parents with young children the opportunity to develop skills and confidence that enable them to move into employment.

We provide a welcoming, safe environment with books, toys, child friendly activities and opportunities to meet other parents and support to identify goals and interests and transition to employment.

Multicultural Australia can link parents and their families with a range of services, including playgroups, job readiness activities, and vocational and non-vocational training. We offer education support, work experience, volunteering, employment opportunities, affordable childcare and parenting and personal development courses. We can also provide referrals to other community services.

Our staff stay in regular contact with our clients via phone to offer guidance and support throughout the transition to employment and conduct regular meetings with to evaluate progress and update plans and goals as circumstances change.

International Students

Multicultural Australia also supports international students to navigate the experience of living in Queensland through our Brisbane Student Hub and associated services.

Position Overview



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| Title | Chief Operations Officer |
| Reports to | Chief Executive Officer |
| Direct Reports | Business Unit Heads: <ul style="list-style-type: none">⌚ Human Resources⌚ Information Technology⌚ Internal Communications⌚ Research, Data & Impact⌚ Contracts Management & Performance⌚ Finance |
| Type | Contract (5 years fixed term) |
| Remuneration | Currently under review |
| Location | Brisbane, Queensland |

Role Purpose

The Operations and Performance Function is responsible for leading Multicultural Australia's operations and outcomes in the areas of Human Resources; Information Technology; Internal Communications; Research, Data & Impact; Contracts Management and Performance; and Finance (including procurement and facilities). Servicing key internal stakeholders, the Chief Operating Officer plays a critical role in contributing to and implementing the overarching strategy of Multicultural Australia and ensuring supporting plans and objectives are met through the activities of the Function. The Chief Operating Officer ensures the corporate backbone of the business is high performing, innovative and fit for purpose, thereby positioning Multicultural Australia for strategic success through continued growth toward a sustainable future.

Health, safety & wellbeing fundamentals

Multicultural Australia employees are considered safety leaders and are expected to contribute to a culture that supports health, safety and wellbeing of all staff, clients and stakeholders.

- 🕒 We will all take appropriate action to prevent harm.
- 🕒 We will never accept or condone work practices that impact on the health, safety and wellbeing of others.
- 🕒 When identifying risk, we will mitigate where possible and report where appropriate.

Quality management

Multicultural Australia are committed to quality assurance and continuous improvement. Everyone as part of their role must:

- 🕒 Comply with policies, systems and procedures.
- 🕒 Actively participate in identifying opportunities to improve our work.
- 🕒 Communicate, clarify, commit to, and contribute to quality initiatives.

Strategy Implementation

- ⏻ Contribute to the development of Multicultural Australia's strategic plan along with the Executive Management Team (EMT) and plan ahead for short, mid and long-term horizons (<10yrs).
- ⏻ Lead the implementation of the strategy in accordance with policies and plans approved by the Board and the CEO, and in collaboration with other members of the EMT.
- ⏻ Lead the design, development and implementation of effective financial, IT, HR, Internal Communication, Research data and impact and Contracts management strategies to support organisational goals and operational service delivery.
- ⏻ Innovate and seek creative solutions to strategic issues facing Multicultural Australia ensuring impact, viability and fitness for the future.

Governance

- ⏻ Ensure reporting is timely, accurate and relevant for the CEO, the EMT and Multicultural Australia's Board and Committees.
- ⏻ Ensure legal and regulatory compliance regarding all corporate functions.
- ⏻ Ensure comprehensive and up-to-date policies and procedures frameworks are maintained for each area within the Operations and Performance portfolio.
- ⏻ Ensure risk is identified, monitored, reported on and mitigated in alignment with risk and audit procedures.

Leadership

- ⏻ Provide clarity to staff through articulating the organisational strategy to all levels within the Function (as well as into the wider organisation) and providing a clear line of sight for all staff, enabling them to link their work to organisational objectives.
- ⏻ Provide effective leadership and direction to create high performing teams focused on quality of work and service delivery, collaboration and accountability; to drive business outcomes.
- ⏻ Role model and continuously improve Multicultural Australia's organisational culture through behaviours that are aligned with Multicultural Australia's vision, policies and values; particularly in the areas of inclusivity and cultural awareness.
- ⏻ Ensure staff have appropriate leadership and professional development opportunities, and that support structures are in place for employees and volunteers to undertake continuous development.

Stakeholder Engagement

- ⏻ Effectively participate in and contribute to the EMT and the Multicultural Australia Leadership Team to drive strategy and ensure good governance and a strong organisational culture.
- ⏻ Provide high level advice to the CEO regarding the implementation of agreed management decisions.
- ⏻ Develop and maintain positive, collaborative and productive relationships with key stakeholders and build strategic partnerships. This may include government departments, subcontract and partner agencies, unions, community leaders and others to ensure Multicultural Australia has mutually beneficial relations with a range of key stakeholders.
- ⏻ Represent Multicultural Australia, as required, at forums, industry-related meetings, and any other relevant activity .
- ⏻ Attend and present at Board meetings and Board subcommittees as required.

Operational Oversight

- ⏻ Lead the operational planning and oversight of the Operations and Performance Function in accordance with Multicultural Australia policies, strategy and plans; delivering on portfolio responsibilities and achieving Key Performance Indicators (KPIs)
- ⏻ Ensure financial accountability through regular monitoring, review and reporting of portfolio budgets and financial performance; and ensuring fiscal expenditure is streamlined for cost efficiency
- ⏻ Lead the planning and utilisation of resources and ensure the business is equipped to meet its strategic and operational objectives and obligations
- ⏻ Assume full accountability for delivering operational outcomes, including compliance with contractual requirements, whilst focusing on continuous improvement and impact measurement
- ⏻ Successfully implement, evaluate and report on agreed priorities in the Multicultural Australia Strategic Plan and across portfolio functions
- ⏻ In addition to the duties set out in this position description, you are required to perform:
 - (a) such other duties and responsibilities ordinarily associated with your position; and
 - (b) any other duties, for which you are appropriately skilled or trained, which are assigned to you by MA from time to time.

Qualifications, licences and probity

- ⌚ Verified postgraduate tertiary qualifications in a relevant area, or equivalent level of experience
- ⌚ Valid Queensland Driver's License
- ⌚ Possession of, or willingness and eligibility to obtain a Blue Card (Working with Children Suitability Card in accordance with the Commission for Children and Young People and Child Guardian Act 2000).
- ⌚ Police Clearance Check.

Essential Skills/Experience

- ⌚ Substantive experience in a senior leadership/executive role managing resources (people, services and budget) to ensure the achievement of clearly defined strategic objectives.
- ⌚ Strong substantive experience leading across the functional areas of Human Resources; Information Technology; Internal Communications; Research, Data & Impact; Contracts Management & Performance; and Finance (including procurement and facilities) - with domain leadership experience in more than one focus area.
- ⌚ Demonstrated ability to contribute to and implement an organisational vision and strategy.
- ⌚ Strong decision making and strategic thinking skills demonstrated through an ability to resolve critical issues in a complex and ambiguous environment.
- ⌚ Proven ability to lead, motivate, develop, empower and coach employees to excellence in work performance, customer service, and the achievement of an organisation's vision; and hold the team to account for effectively delivering organisational objectives.
- ⌚ Experience in working collaboratively, building and maintaining trusted and long-standing relationships at all levels with both internal and external stakeholders (including the ability to engage and interact effectively with Boards) and be able to influence and negotiate with others to achieve win-win outcomes.
- ⌚ Understanding of and commitment to diversity and inclusion (particularly in the not for profit sector) through the demonstration of appropriate cultural awareness, cross-cultural communication skills, and understanding of one's own unconscious biases.

Qualifications, knowledge & Experience



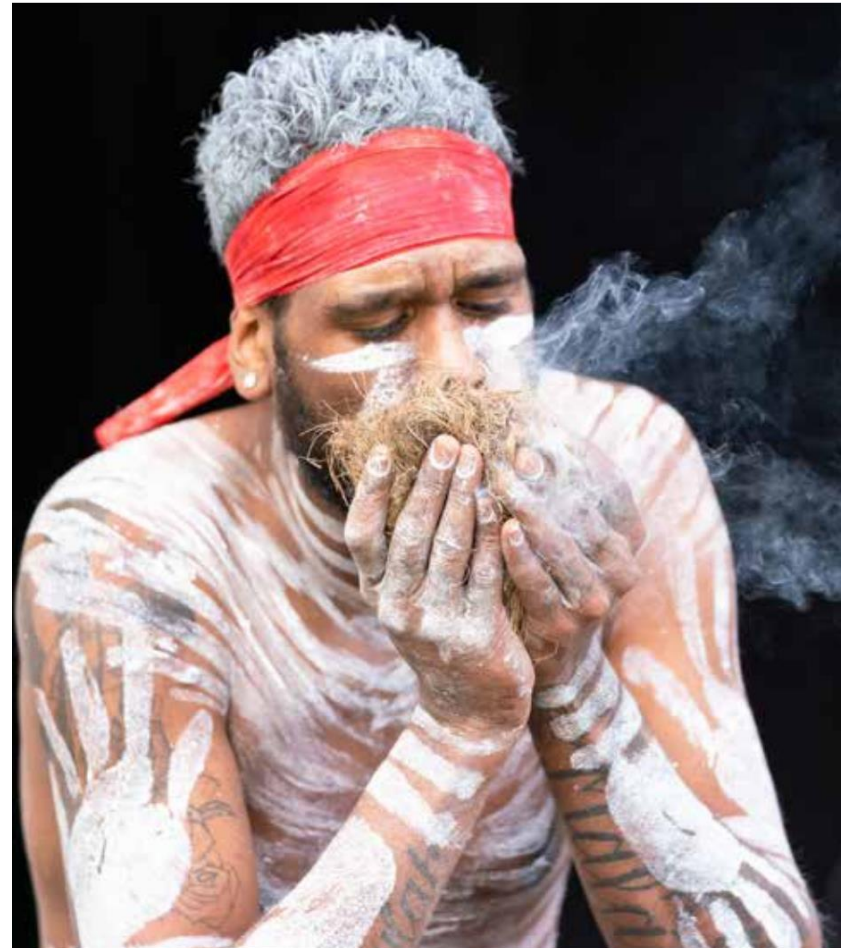
Desirable Skills/Experience

- ⌚ Knowledge and understanding of the community based social services sector.
- ⌚ Demonstrated success in project or change management.
- ⌚ Ability to draw on lived experience of settlement for refugees and migrants to convey empathy and understanding to Multicultural Australia's clients.



Additional Resources

- 🔌 [The Multicultural Way](#)
- 🔌 [Multicultural Australia Strategic Overview](#)
- 🔌 [Multicultural Australia Annual Report](#)



Further information



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