



**Together as  
partners**



**Long  
Term**



**Growing  
Strengths**

**Executive Director  
Northern Territory**

**Position Brief  
February 2012**

## About the role

### Executive Director – Northern Territory

Red Cross is a leading Australian not for profit organisation with an enhanced focus on working with the most vulnerable people and communities in a nationally coordinated way.

We now have a unique opportunity for an outstanding individual to drive our work in Northern Territory and particularly support our work with Aboriginal and Torres Strait Islander peoples and communities, asylum seekers, as well as other significant programs.

As a member of the national management team, this role reports to the Chief Executive Officer Robert Tickner and the Director of Services and International Operations Michael Raper.

Leading a team of committed staff and volunteers and engaging with members, you will ensure the service and program delivery within Northern Territory is contemporary, effective and aligned with our strategic direction.

A proven track record of success working with Aboriginal and Torres Strait Islander communities, governments, funders and donors is a must for this role.

You will have extensive experience and leadership in partnership development, contract management, resource and financial management as well as service development and delivery.

Your high level people management and effective communication skills, energy and collaborative style will underpin your success in this role as will your senior experience within a complex community service or service delivery organisation.

### Red Cross people in Northern Territory:

- 173 staff, 15% of whom are Aboriginal & Torres Strait Islander people
- 569 volunteers
- 130 members

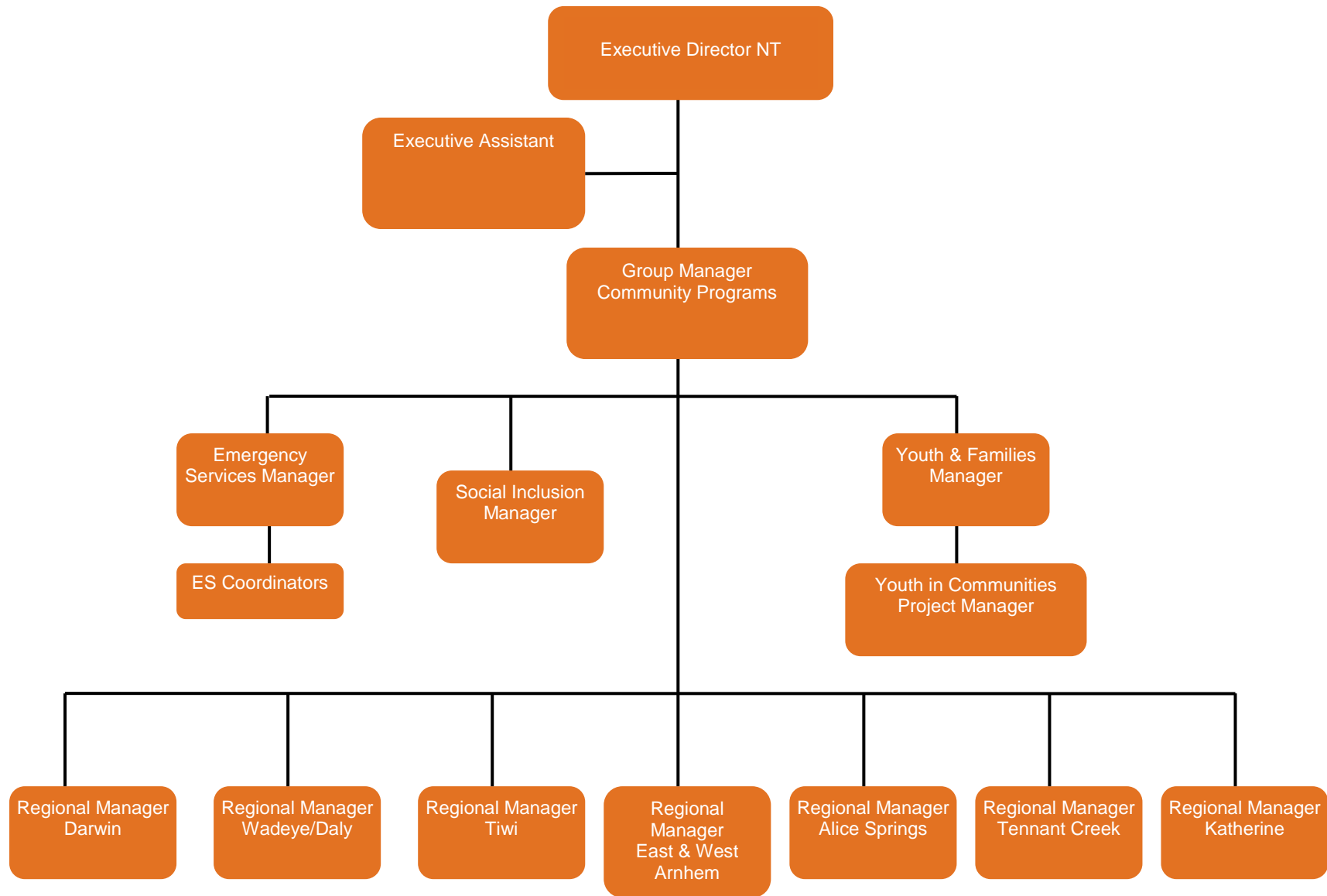
## Services in the Northern Territory

Red Cross Northern Territory engages with many communities across a number of locations in the Northern Territory to progress Red Cross's developmental work in urban, rural and remote Northern Territory locations. We also deliver a raft of programs which include:

- **Food Security** including Good Start Breakfast Clubs designed to address the impact of limited access, poor utilisation and lack of affordability of food
- **Migration Support Programs** including services such as International Tracing, Community Detention support, Humanitarian Observing and the Asylum Seeker Assistance Scheme
- **Youth Programs** are designed to engage young people in educative, leadership and activity opportunities in a range of environments and include Y-Challenge, E-Cruz and the SHAK
- **Communities for Children** is a program designed to enhance parent, family and community capacity to support the development of children aged 0-12 years.
- **Emergency Services** provides a range of preparation, response and recovery services in the event of emergencies
- **Care Services** provides a range of services to eligible people with a disability, aged people, people with a mental illness and isolated people at risk and their carers to enable them to continue to reside in their home and within their community
- **Personal Helpers and Mentors** program is an outreach program designed to support people who are recovering from mental illness



# Northern Territory organisational chart



## Position description

Position Title	Executive Director, Northern Territory (NT)	Department	Executive
Location	Northern Territory	Direct/Indirect Reports	6
Reports to	Director of Services and International Operations for all service related matters; and Chief Executive Officer (CEO) for all other matters.	Date Revised	10 January 2012
Budget	\$15m		

### ■ Position Summary

This position is the most senior management role within the NT and is a member of the National Leadership Team, which advises the CEO on strategic and operational matters. The position is the representative/steward of Red Cross within the NT and is ultimately accountable to and subject to the directions of the CEO for Red Cross operations in the NT.

In particular, the primary focus of the role is to ensure the effective and efficient delivery of services and programs predominantly for Aboriginal and Torres Strait Islander peoples and communities, building commitment to long-term and respectful partnerships resulting in community led solutions that achieve positive change.

With a direct reporting line to the Director of Services and International Programs for all service related matters and a direct reporting line to the Chief Executive Officer for all other matters, the Executive Director is accountable for the operational management and performance of Red Cross in the NT.

Executive Directors will help to build collaborative working relationships with all other members of the National Leadership Team and with other managers. In particular, the relationship between the National Directors (and their teams) and Executive Directors (and their teams) is based upon mutual respect, collaboration and partnership. While the role and responsibility of each National Director is to provide both strategic and operational leadership, mutual development and maintenance of a collegiate working environment in the NT is essential to facilitate the effective delivery of services and operations.

Interstate and intrastate travel will be necessary from time to time.

### ■ Position Responsibilities

#### Key Responsibilities

##### Leadership

- Consistently leads the state/territory or function by demonstrating authentic, clear and enthusiastic leadership which is aligned to strategy
- Positively demonstrates leadership to build a vision of 'One Red Cross' inclusive of all staff, volunteers and members as well as for clients and external stakeholders
- Building effective relationships with the Divisional Advisory Board, and ensuring that they are appropriately informed of key strategic decisions and priorities

##### Service or function operational excellence

- Ensures that all areas of operational responsibility are consistently performing to required standards of effectiveness and efficiency, as specified in the annual operational plan for the state/territory or function

- Provides effective leadership to ensure that agreed national, state/territory or functional initiatives are identified, planned, implemented and evaluated consistent with the strategic direction
- Responsibility for collaboration in the management arrangements for Australian Services and for guiding staff to fully implement them
- Responsibility for understanding, embracing, modelling and leading staff in embedding the Ways of Working
- Responsibility for ensuring the implementation of the program management and quality framework
- Responsibility for the development and actualisation of state/territory Implementation Plans through annual planning and sub-strategy implementation
- Responsibility for oversight of all aspects of the services/programs including development, implementation, compliance and transition of services and programs
- Responsibility for ensuring the effective implementation of all aspects of the Client Service Charter and complaints policy

#### **Collaboration and innovation**

- Consistently demonstrates, role models, promotes and builds a culture of collaboration across the organisation, thereby encouraging innovation, creativity and excellence to achieve strategic and operational objectives
- Always proactively leads in a manner which builds one coherent national organisation, and breaks down silos between various geographical or functional areas

#### **People management – staff, volunteers and members**

- Successfully leads and implements all actions in their area of responsibility as documented in the workforce engagement and retention action plan
- Achieves an increase in the staff engagement score for the July 2012 survey of at least 4% for their state/territory or function if the 2010 was less than the Red Cross average, or 2% if their last score was greater than the Red Cross average
- Ensures that 100% of their direct reports and staff in their area of responsibility have completed the annual performance review and development (PRD) process and that operational goals are cascaded to direct reports through the PRD process
- Consistently demonstrates full compliance with the suite of human resources policies and the CEO sub delegations
- Leads the implementation of strategies in their area of responsibility related to staff, volunteers and members

#### **Financial management**

- Meets budget and complies fully with financial management objectives, policy and procedures, delegations, analysis and reporting
- Responsibility for all aspects of state/territory services budget related to services and programs

#### **Risk management**

- Ensures compliance with governance policy and management decisions related to risk management
- Actively manages reputational risk resulting in zero adverse reputational issues within the area of responsibility – or effective management of adverse reputational issues that may arise
- Proactively closes out all management responses as identified in internal and external audit reports

#### **Strategic and operational planning**

- Contributes actively and positively to the strategic planning process for the whole organisation, including the development of strategy, policy, reporting and evaluation frameworks
- Actively participates in the annual business planning process to develop operational plans for their area of responsibility, ensuring they are aligned to the strategic plan
- Provision of timely, accurate and comprehensive reports for management and governance

## **Stakeholder engagement**

- Demonstrated leadership in seeking out, developing and maintaining constructive relationships with key internal and external stakeholders which result in positive outcomes for Red Cross
- Evidence of implementation of the government relations strategy with members of parliament and the public service
- Develops opportunities to proactively promote and build the reputation of Red Cross

## **■ Position Selection Criteria**

### **Technical Competencies**

- Extensive and proven senior leadership experience within a complex community service or service delivery organisation
- A proven track record of success working with Aboriginal & Torres Strait Islander peoples and communities
- A proven track record of success working with governments, funders and donors
- Extensive experience and leadership in partnership development, contract management and service development and delivery
- Highly developed people management and communication skills
- Highly developed financial and resource management skills
- Experience working in – or exposure to - the not for profit sector and /or ability to work effectively with volunteers, members and Boards to deliver outcomes on approved objectives

### **Qualifications/Licenses**

- Relevant tertiary qualifications, skills and/or experience in public service, business administration, community services or related fields

### **Behavioural Capabilities**

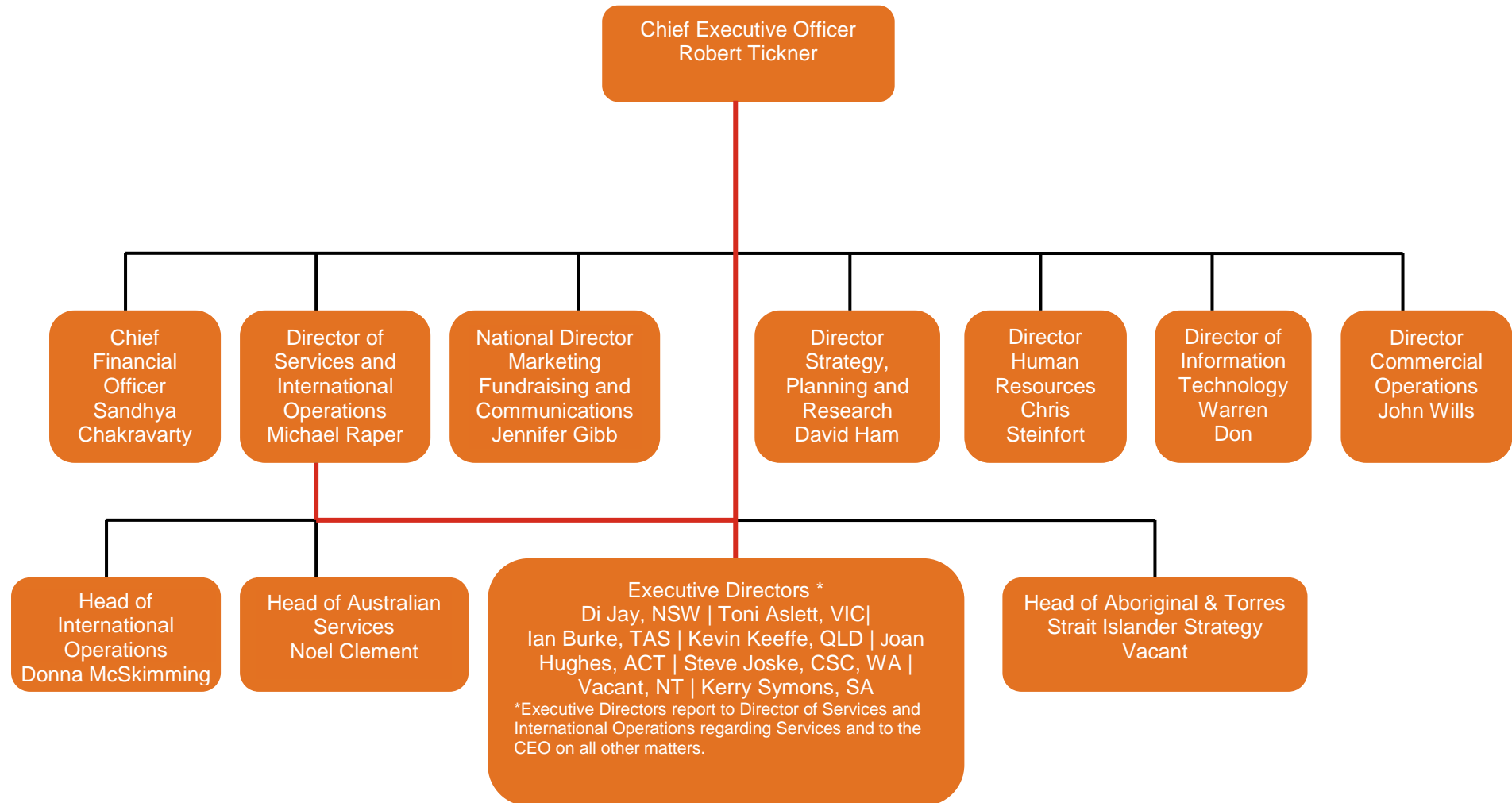
- Change, adapt and innovate: improves processes or programs through demonstrating flexibility and innovation
- Drive results: takes responsibility for achieving results and maintains effective work behaviours under pressure
- Being strategic - identifies optimum strategic responses in a changing environment
- Manage performance: sets clear goals and expectations and is accountable for outcomes and behaviour
- Engage and influence others: demonstrates appropriate engaging and influencing skills aligned with Red Cross objectives

## **■ General Conditions**

All Red Cross staff and volunteers are required to:

- Adhere to the seven Fundamental Principles of Red Cross: **Humanity | Impartiality | Neutrality | Independence | Voluntary Service | Unity | Universality**
- Act at all times in accordance with the Code of Conduct
- Comply with the Work Health and Safety management system
- Undertake a police check prior to commencement and every three years thereafter
- Support a child safe organisation by undertaking screening for suitability to work with children, youth and vulnerable people and to comply with relevant state/territory legislative requirements
- Assist the organisation, on occasion, in times of national, state or local emergencies or major disasters

## National leadership team (NLT)



## About Red Cross

### **Australian Red Cross**

Australian Red Cross is part of the world's largest humanitarian organisation. With over 100 million volunteers worldwide and 60,000 members and volunteers in Australia, we reach people and places like nobody else. Our work in Australia and internationally is focussed on improving lives and reducing vulnerability. We are independent of government and have no political, religious or cultural affiliation.

Our vision is to improve the lives of vulnerable people in Australia and internationally by mobilising the power of humanity.

Our mission is to be a leading humanitarian organisation in Australia, improving the lives of vulnerable people through programs delivered and promotion of humanitarian laws and values.

The International Red Cross and Red Crescent Movement includes the International Federation, the International Committee of the Red Cross (ICRC), and National Red Cross and Red Crescent Societies, such as Australian Red Cross, in 186 countries.

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### **International Federation of Red Cross and Red Crescent Societies**

The Federation facilitates and promotes all humanitarian activities carried out by its member National Societies and works to strengthen their capacities. It directs and coordinates international assistance of the Movement to victims of disasters, to refugees and in health emergencies. International Committee of the Red Cross Established in 1863, the ICRC is at the

origin of the Geneva Conventions and the Movement. The ICRC is an impartial, neutral and independent organisation that directs and coordinates the Movement's international activities in armed conflicts and other situations of violence. The ICRC also endeavours to prevent suffering through promoting and strengthening humanitarian law and universal humanitarian principles.

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### **Australian Red Cross Blood Service**

The Blood Service plays a central role in the health system of Australia, and is funded entirely by the governments of Australia. The Blood Service is a division of Australian Red Cross, and subscribes fully to the seven Fundamental Principles. Australian Red Cross provides the vital social and professional umbrella under which the Blood Service can carry out its important work with a clear mandate and consistent identity.

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### **Working as one – strategy 2015**

Strategy 2015 commenced in July 2010 and provides a clear plan for Red Cross work over the next 5 years, describing who we are, how we work and how we help. It brings together:

- Vision and mission
- Fundamental principles
- Priority areas
- Cross cutting themes
- Ways of working
- Enabling goals

## **Fundamental principles**

In all we do our staff, volunteers and members are guided by the Fundamental Principles of the Red Cross Red Crescent Movement.

### **Humanity**

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and ensure respect for the human being. It promotes mutual understanding, friendship, co-operation and lasting peace amongst all people.

### **Impartiality**

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

### **Neutrality**

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

### **Independence**

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

### **Voluntary Service**

It is a voluntary relief movement not prompted in any manner by desire for gain.

## **Unity**

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

## **Universality**

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

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## **Priority areas**

Our work with the most vulnerable people and communities in Australia and internationally is focused around seven priority areas.

1. Strengthening national emergency preparedness, response and recovery
  2. Increasing international aid and development
  3. Championing international humanitarian law
  4. Addressing the impact of migration
  5. Working with Aboriginal and Torres Strait Islander peoples
  6. Overcoming social exclusion by providing bridges back into the community
  7. Tackling entrenched locational disadvantage
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## **Cross cutting themes**

Our work in the seven priority areas is underpinned by a commitment to tackle four significant global issues of the 21st century and implement strategies to address each of these:

- Climate change
- Youth engagement
- Cultural diversity
- Gender

## Ways of working

How we work is as important as what we do. Our work is informed at all times by our Ways of Working:

1. Apply our Fundamental Principles
2. Working as auxiliary to public authorities in the humanitarian field
3. Building on strengths
4. Prevention through early intervention
5. Working in partnership
6. Negotiating a role with communities
7. Avoiding duplication
8. Acting on evidence
9. Advocating for change
10. Mobilising volunteers
11. Embracing diversity

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## Enabling goals

Our enabling goals and outcomes define how Australian Red Cross will organise itself to successfully deliver on our seven Priority Areas and remain strong and sustainable. They apply to both programs and support areas and are designed to foster greater alignment and integration across the whole organisation, working as one.

- Engage, partner and influence to promote humanitarian values and prevent and reduce vulnerability
- Work together to engage, value and enable our people
- Be effective and accountable in all that we do
- Build a sustainable organisation consistent with our Fundamental Principles
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## Red Cross people and supporters

Members  
Volunteers  
Aid workers  
Staff  
Donors  
Supporters

## Programs and services

Australian Services  
International program

## Support functions

Human Resources  
Finance and Corporate Services  
Marketing, Communications and Media  
Strategy, Planning and Research  
Information Technology  
Legal and Risk  
Governance

## Income generation

Fundraising  
Commercial Operations  
Investments  
Government Funding / Strategic Growth

## Other information and useful links

### Submitting your application

Applications including a cover letter highlighting relevant skills and experience together with a current CV should be forwarded by email to:

Janice Murphy, Recruitment Manager:  
[jamurphy@redcross.org.au](mailto:jamurphy@redcross.org.au)

Closing date: by Wednesday 7 March 2012.

### Initial enquiries

For enquiries please contact:

Janice Murphy  
Telephone 03 8327 6932 or 0459 843 517  
Email [jamurphy@redcross.org.au](mailto:jamurphy@redcross.org.au)

### Selection process

Short listing of applications will occur shortly after closing date. Panel interviews will be conducted with short listed applicants in March 2012.

### Interstate applicants

Travel expenses will be reimbursed to short listed applicants attending interview from interstate upon provision of receipts (return economy airfare, taxi to and from airport).

### Relocation assistance

Relocation reimbursement and assistance may be provided to the successful applicant if interstate relocation is required.

### Useful links

Working as one – strategy 2015  
<http://www.redcross.org.au/strategy-2015.aspx>

Policy positions  
<http://www.redcross.org.au/policies.aspx>

Ways of working  
<http://www.redcross.org.au/ways-of-working.aspx>

Code of conduct  
<http://www.redcross.org.au/code-of-conduct.aspx>

Client Service Charter  
<http://www.redcross.org.au/client-services-charter.aspx>

Annual reports 2009 / 2010  
<http://www.redcross.org.au/annual-reports.aspx>

National Leadership Team  
<http://www.redcross.org.au/national-management-team.aspx>

Services and programs  
<http://www.redcross.org.au/how-we-help.aspx>

Maxxia – salary packaging  
[http://www.maxxia.com.au/Benefits\\_for\\_Employees/Not\\_For\\_Profit/](http://www.maxxia.com.au/Benefits_for_Employees/Not_For_Profit/)