

## ROLE STATEMENT

<b>Role Title:</b>	Transformation Program Director
<b>Department:</b>	Scripture Union Transformation Program
<b>Location:</b>	Any capital city in Australia (with interstate travel required)
<b>Reports to:</b>	Scripture Union Transformation Program Management Group (A primary report for the incumbent will be determined)
<b>Contract duration:</b>	Maximum term contract to 31 December 2019 with possibility of extension

<b>Direct Reports (roles):</b>	<b>Total Number of Reports (head count):</b>
Members of working groups assigned to work on the program from time to time	Will vary from time to time

<b>Scripture Union Transformation Program aims</b>
<p>The State Scripture Union (SU) movements in Australia envisage the formation of a national SU movement, which reflects:</p> <ul style="list-style-type: none"> <li>• SU’s strong commitment to SU’s Aims, Beliefs and Working Principles, whilst recognising that there is diversity in how these are currently lived out among state movements;</li> <li>• SU’s determination to strengthen SU’s missional ‘DNA’ both the present and the future; and</li> <li>• SU’s commitments to empowering grassroots volunteer ministry and regional leadership.</li> </ul> <p>The Transformation Project includes the design of a national SU movement across Australia, and the formation and staged implementation of the national movement as designed. The project seeks to ensure Scripture Union can more fully meet its Aims into the future.</p> <p>The Transformation Program Director shall direct the design of a national SU movement across Australia. The new movement will:</p> <ul style="list-style-type: none"> <li>• facilitate nimble, responsive ministry (within the SU International Aims) into the future, which enables diverse approaches to meet differing needs and contexts;</li> <li>• reflect and strengthen our missional DNA as a movement; and</li> <li>• embody services and practices which are fit for purpose (either using existing capability or constructing additional or new capability as needed).</li> </ul>

### Purpose of Role

This role is responsible for the delivery and overall success of the Scripture Union Australia Transformation Program. The Transformation Program Director will lead the change initiative and have responsibility for:

- Developing a Transformation Program proposal (including financial parameters) that meets the satisfaction of State/Territory Boards/Councils and enables a final resolution on the viability of the Transformation Program to be made;
- Establishing Program objectives and plans aligned with the strategic objectives of the national SU movement, and delivering the expected change;
- Stakeholder engagement, communication and organisational change management;
- Initiating and setting goals for the overall program and individual work streams (including deadlines, milestones, tracking progress, and determining processes);
- Leading the program team and associated working groups;
- Developing and managing budgets;
- Managing program risks, issues and Quality Management aspects of the program; and
- Regular reporting to the Transformation Program Management Group (TPMG) and Transformation Program Governance Group (TPGG).

### Performance measures

The performance measures to be used by the TPMG and TPGG to assess effectiveness of the Transformation Program Director may include:

- Quality of the Transformation Program proposal;
- Achievement of key milestones in accordance with program timelines;
- Achievement of Key Performance Indicators as established by the TPMG and TPGG;
- Feedback from key stakeholders (including 360-degree relationship feedback); and
- Other measures as determined by the TPMG and TPGG.

### Key Relationships

<b>Internal</b>	<ul style="list-style-type: none"> <li>• All members of the Transformation Program Management Group (TPMG) and Transformation Program Governance Group (TPGG)</li> <li>• Senior leaders in all State and territory-based SU entities and ChildSafe</li> <li>• Members of working groups assigned to work on the program from time to time</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>• Churches</li> <li>• State and Federal education bodies</li> <li>• Any entities associated with child safety and protection</li> <li>• External legal advisors and consultants relevant to the Program</li> </ul>

Key Accountabilities	Expected Outcomes <i>(can be used to set specific performance goals for individuals)</i>
<p><b>1. Spiritual leadership</b></p> <ul style="list-style-type: none"> <li>• Provide spiritual leadership and support for working groups assigned to the program</li> <li>• Encourage staff and volunteers through word and example to live a Christ centred life, committed to the Bible and to prayer</li> </ul>	<ul style="list-style-type: none"> <li>○ You seek to follow Christ and his example in your relationships, decision making and conduct</li> <li>○ You develop and maintain a culture where people assigned to the program consider themselves followers of Christ first, and Christian leaders in their community/ place of work second</li> <li>○ People assigned to the program exhibit the fruit of the Spirit in their work and personal lives</li> <li>○ Each person assigned to the program has a clear understanding of their role and contribution, and receive the training, resources, feedback and support necessary to excel at their role</li> </ul>
<p><b>2. Program management</b></p> <ul style="list-style-type: none"> <li>• Develop a Transformation Program proposal (including financial parameters) that meets the satisfaction of State/Territory Boards/Councils and enables a final resolution on the viability of the Transformation Program to be made.</li> <li>• Take ownership of the Transformation Program proposal in order to implement the transformation to a SU national movement.</li> <li>• Initiate and set goals for the program in line with the strategic objectives of the national SU movement.</li> <li>• Construct and manage a program plan, incorporating all aspects of the change initiative. Program plan to include all deadlines and milestones from start to finish.</li> <li>• Design processes for the execution and deployment of the program plan.</li> <li>• Devise evaluation strategies to monitor performance and progress against the program plan and take corrective action when required.</li> <li>• Apply change, risk and resource management principles as applicable.</li> <li>• Identify ways to enhance efficiency and productivity of procedures and people across the national SU movement.</li> </ul>	<ul style="list-style-type: none"> <li>○ The Transformation Program proposal (including financial parameters) meets the satisfaction of State/Territory Boards/Councils</li> <li>○ The program has documented plans, processes and objectives that can be easily communicated to all stakeholders</li> <li>○ Measures are in place to accurately trace the progress of the program's implementation against milestones and agreed timelines</li> <li>○ Feedback from stakeholders indicates that the program is progressing in accordance with expected timeframes and achieving outcomes that align with the strategic objectives of the national SU movement</li> </ul>

<p><b>3. Risk and financial management</b></p> <ul style="list-style-type: none"> <li>• Develop and manage program budgets and take corrective action when required</li> <li>• Apply risk management strategies and maintain program risk registers</li> <li>• Ensure efficient and optimal use of resources (including financial resources and contribution of people)</li> </ul>	<ul style="list-style-type: none"> <li>○ Deployment of the program remains within the allocated budget</li> <li>○ Expenses exceptional to budget are appropriately approved</li> <li>○ Risks for the program are well managed with significant concerns brought to the attention of the TPGG in a timely manner</li> </ul>
<p><b>4. Program reporting and record keeping</b></p> <ul style="list-style-type: none"> <li>• Prepare detailed and accurate program reports and presentations for TPGG and other stakeholders</li> <li>• Ensure compliance and accuracy with all aspects of program record keeping</li> </ul>	<ul style="list-style-type: none"> <li>○ Program reports are well written with high attention to detail</li> <li>○ Presentations convey critical program information in a manner that is easily understood by stakeholders</li> </ul>
<p><b>5. Stakeholder relationships</b></p> <ul style="list-style-type: none"> <li>• Form positive, collaborative and service oriented relationships with internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>○ Relationships with internal and external stakeholders are conducted and maintained in a friendly and collaborative manner</li> <li>○ Feedback from internal and external stakeholders is positive and indicates a positive representation of the national SU movement by the incumbent</li> </ul>
<p><b>6. Team Contribution</b></p>	<ul style="list-style-type: none"> <li>○ Work effectively with all members of the TPGG and senior leaders within each of the SU entities and ChildSafe</li> </ul>

Qualifications
Relevant tertiary qualifications (Business, Management, etc) preferred together with a high level of experience in project managing significant organisational change programs or other relevant senior management experience. Experience within a not-for-profit environment is advantageous.

Required Competencies	Definition
The successful candidate will exhibit strengths in the following competencies:	
<b>Vibrant and mature Christian faith</b>	A demonstrated commitment to the Christian faith. An understanding of the core teachings of the Bible and an ability to articulate its message appropriately and apply them in personal circumstances. A commitment to working with various Christian denominations and an appreciation for the theological issues important for working in an inter-church context.
<b>Strategic leadership</b>	Creating and achieving a desired future state (vision) through influence on organisational values, individual and group goals, reinforcements, and systems.
<b>Managing Change</b>	Understanding the complexities and processes involved in managing an organisational change program including communication strategies, significant job/and or people changes and redefining organisational expectations.
<b>Stakeholder management</b>	Working with, and communicating effectively with, senior stakeholders across multiple entities and multiple Boards/Councils.
<b>Empowering and influencing teams</b>	Using appropriate interpersonal styles and methods to inspire and guide individuals and teams toward goal achievement; modifying behaviours to accommodate the tasks, situations and people involved.
<b>Communication</b>	Communicating effectively (written and verbal) in a timely manner with internal and external stakeholders.

<b>Delegation of authority &amp; responsibility</b>	Allocating decision-making authority and task responsibilities to appropriate team members; utilising team members' time, skills and potential effectively.
<b>Financial astuteness</b>	Understands financial data and can manage financial resources, including budgets and resource allocation.
<b>Organisational awareness</b>	Using knowledge of systems, situations, pressures, and culture inside the organisation to identify potential organisational problems and opportunities; perceiving the impact and the implications of decisions on other components of the organisation.
<b>Strategic planning</b>	Establishing a course of action to accomplish a long-range goal or vision; allocating resources – human, material, financial; defining intermediate goals and contingencies.

<b>Additional Requirements</b>	
SU Australia requires that the incumbent be:	
<ol style="list-style-type: none"> <li>1. able to subscribe to the aims, beliefs and working principles of SU Australia</li> <li>2. able to demonstrate a living and personal relationship with Jesus Christ</li> <li>3. able to show strong Christian character evidenced by servant leadership, valuing of people in general and marginalised people in particular</li> <li>4. a respected member of a local Christian church we recognise</li> <li>5. a holder of a Working with Children check/Blue Card for the State in which resident for the purposes of child related employment</li> <li>6. willing to work under SU's Employee Code of Conduct</li> </ol>	

<b>Developed by</b>	Head of People Services, SU QLD
<b>Checked by</b>	Transformation Program Governance Group
<b>Approved By</b>	Transformation Program Governance Group
<b>Effective Date</b>	March 2019