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EXECUTIVE SUMMARY

- Pivotal Leadership Role
- Lead Positive Change and System Reform
- Ensure the Highest Levels of Care for Our Children

The Department for Child Protection (DCP) works in partnership with children and their families, carers, the community and other agencies to keep children and young people safe.

The DCP is now seeking a Director, Aboriginal Practice. As a leader in the Quality and Practice Directorate, this Director level position works in partnership with the Director Quality and Practice to support quality practice across DCP and achieve positive outcomes for children, their families and community. The role is focused on leading the provision of culturally responsive and safe practice that will achieve positive outcomes for Aboriginal children and their families.

The successful candidate will need to demonstrate:

- Appropriate tertiary qualifications in health, social work or related discipline
- Extensive experience in a child protection related field
- Management and leadership skills
- Ability to effectively work in partnership with Aboriginal people.
DEPARTMENT FOR CHILD PROTECTION

The Department for Child Protection (DCP) was formed in November 2016 in response to recommendations from the Child Protection Systems Royal Commission, led by the Honourable Margaret Nyland AM.

The DCP works in partnership with vulnerable families, other government and non-government organisations, foster carers and the community to keep children and young people safe and give them the same opportunities as other young South Australians.

Where children cannot safely stay in the family home, the DCP will find a place for them to live, preferably with kin or foster care families.

The DCP aims to give young South Australians in our long-term care every opportunity to reach their full potential.

The department has responsibility for the Children’s Protection Act 1993 and the Family and Community Services Act 1972.

The DCP uses an evidence-informed, strengths-focused, family-centred and competency-based approach, to ensure that contact with the child protection system adds value to children and their families.

The DCP is responsible for:

- managing cases of children that are at risk of harm, are unsafe, neglected or abused
- supporting families to keep their children safe
- managing and supporting children and young people under guardianship of the minister
- facilitating out-of-home care for children and young people at risk
- supporting the reuniting of children with their families where it is safe to do so
- managing the adoption process
- supporting refugee children and young people

USEFUL LINKS

- DCP Website
- DCP Vision & Priorities
- DCP Organisation Structure
DIRECTOR ABORIGINAL PRACTICE

POSITION PURPOSE

The Director, Aboriginal Practice has responsibility for providing operational leadership towards a culturally responsive and safe organisation for Aboriginal children, their families and communities.

The Director works in partnership with the Director, Quality & Practice to ensure that all key portfolios of the Quality and Practice directorate are inclusive of and reflective of principles and practices that are culturally safe for Aboriginal children, their families and communities. The Director will also be responsible for the providing clinical and professional support for Senior Aboriginal staff.

The Director will have responsibility for driving cultural reform internally and developing a long term strategy for embedding culturally competent practice across the DCP.

KEY ACCOUNTABILITIES

The key accountabilities and responsibilities of the Director Aboriginal Practice are:

- Provide strategic leadership for the development, implementation and review of the Clinical Governance and Practice Framework
- Lead and oversee the implementation and delivery of programs and services in the directorate in accordance with the DCP priorities
- Provide timely advice to the Deputy Chief Executive on projects and issues that impact on Aboriginal children, families and communities
- In partnership with the Director, Quality & Practice and the Strategy and Performance unit, the Director is responsible for providing strategic leadership in implementing practice improvements and operational policies within the organisation, whilst ensuring that culturally competence practice is embedded throughout all aspects of programs
- Provide leadership and develop workforce capability and confidence mentoring of Aboriginal staff, and to deliver a program of work for improving the quality of the casework
- Provide effective leadership in the management, attraction, retention and succession planning and development for a high quality team of child protection professionals
- Lead and drive reform towards an organisation that is culturally responsive
CANDIDATE INFORMATION PACK
Director, Aboriginal Practice, Department for Child Protection

- Develop strong stakeholder relationships with Aboriginal and Torres Strait Islander agencies and communities
- Monitoring, reviewing and evaluating compliance with the Governance and Practice Framework and reporting on outcomes for Aboriginal children receiving child protection services
- Ensure senior Aboriginal staff are provided with clinical support and professional guidance that is delivered within a culturally sensitive framework
- Actively promoting and ensuring the maintenance of a professional, safe and equitable work environment
- Manage industrial relations issues within the directorate as they arise
- Deliver on required key performance indicators and targets, including budget in line with the department’s performance framework

Further details on the above key accountabilities can be found in the Position Description.

SELECTION CRITERIA

Knowledge and experience in the following is essential:

- Extensive experience in a child protection related field
- High order management and leadership skills including the ability to provide broad direction to multi-disciplinary teams
- Experience in leading change, continuous improvement and influencing others in responding to change within complex social policies
- Demonstrated ability to effectively liaise and collaborate with the Aboriginal community and relevant organisations
- Demonstrated ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes in an innovative and resourceful manner
- Proven ability to successfully negotiate, persuade and advocate for the needs of disadvantaged minority groups, and achieve results for a range of stakeholders
- Highly developed interpersonal and negotiation skills and demonstrated success in achieving changes through collaboration and exercising influencing skills with various stakeholders
- Demonstrated knowledge and commitment to promoting and creating a safe and inclusive work environment; and the legislative requirements of Equal Opportunity and Work Health

Knowledge and experience in the following is desirable:

- Experience in policy, strategic planning and innovative program development at a senior level
- Excellent written and presentation skills
- Able to address and resolve complex issues with stakeholders
- Understanding of public sector duties and processes
Applicants should frame their application in the context of the requirements of the position and its key accountabilities. The claims of each applicant will be assessed against the five criteria below:

1. Shapes Strategic Thinking and Change
2. Achieves Results
3. Drives Business Excellence
4. Forges Relationships and Engages Others
5. Exemplifies Personal Drive and Professionalism

Further detail on the SAES Selection Criteria: Core Competencies summarized above can be found in the Position Description.

QUALIFICATIONS

- The incumbent must hold an appropriate tertiary qualification in health, social work or related discipline; and
- A relevant post graduate qualification is desirable.

CHALLENGES

Major challenges currently associated with the role include:

- Professional development requirements of a largely inexperienced workforce within a complex operating environment. Equip this workforce to work effectively with and engage Aboriginal children and their families.
- The high expectations around reforming the system and achieving desirable outcomes with limited resources (particularly in Quality).
- Provide clinical oversight for cultural safety.
- Establishing partnerships with senior officers at a state and national level from government and non-government organisations.
- Driving reform that includes greater transparency, implementation of new legislation, an increased level of accountability, increased compliance and a high performing Practice.
- Creating better, safer outcomes for children and reducing the number of children coming in to Care by mitigating risk factors. Rebuild relationships and trust with the community in order to work together to improve outcomes for Aboriginal children and their families.
- Prioritising practical delivery with the necessary cultural change needed to move from a compliance focused organisation to Practice focused.
- Being a strategic leader for the future vision and expansion of the DCP and providing strategic leadership to a workforce which has experienced numerous changes in recent history.
REPORTING & KEY RELATIONSHIPS

The Director Aboriginal Practice reports directly to the Deputy Chief Executive, Service Delivery and Practice.

Key relationships exist with the Director, Quality and Practice the Deputy Chief Executive, Service Delivery and Practice, Chief Executive and Senior Executive across DCP, including: Regional Directors and regionally based Principal Aboriginal Consultants, Out of Home Care Executive Director and Senior Aboriginal Leadership Group.

Acts as State Government representative at high level inter-Governmental.

View the Department for Child Protection Organisational Structure.

KEY DATA

**DCP STAFFING**

1970 Head Count

**QUALITY AND PRACTICE STAFFING**

Direct 3

Indirect 50

**ANNUAL BUDGET**

Not available

**SERVICE LOCATION**

Services are provided across the State of South Australia
EMPLOYMENT TERMS & CONDITIONS

REMUNERATION $161,537 – $248,518

CLASSIFICATION SAES 1

LOCATION Adelaide

PRE-EMPLOYMENT PROBITY CHECKS

Information on a person’s suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as:

Information on a person’s criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A ‘disclosable’ conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

The DCP requires all applicants submit a certified copy of their qualifications in line with appropriate legislation (Statutory Declarations Regulations 1993 – Schedule 2).
HOW TO APPLY

The closing date for applications is **5 January, 2018**
The reference number to include in your application is **H17_2682**

For a confidential discussion, please contact Principal Consultant, Liz Hlipala

**M:** +61 (0)401 122 301  
**E:** lhlipala@hardygroupintl.com

Please submit application documentation to Search Coordinator, Jane Mather

**T:** +61 (0)2  9900 0113  
**E:** jmather@hardygroupintl.com

Your application must include:

1. Completed HGI Application Form
2. Cover letter addressed to the search consultant;
3. A written response addressing the key selection criteria, found on page 6; and
4. An up to date copy of your Curriculum Vitae
REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

PERSONAL INFORMATION

HGI complies with the Privacy Act 1988 (Cth), all applications are treated by HGI in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this position. As part of the selection process, personal information will be dealt with in accordance with HGI’s Privacy Policy and the Information Privacy Act 2009.
ROLE TITLE: DIRECTOR, ABORIGINAL PRACTICE
CLASSIFICATION: SAES1
FTE: 1.0
DIRECTORATE: QUALITY AND PRACTICE
REPORTS TO: DEPUTY CHIEF EXECUTIVE, SERVICE DELIVERY AND PRACTICE
POSITION NO.: 

ORGANISATIONAL CONTEXT:
The Department for Child Protection (DCP) was formed in November 2016 in response to recommendations from the Child Protection Systems Royal Commission. The DCP works in partnership with vulnerable families, other government and non-government organisations, foster carers and the community to keep children and young people safe and give them the same opportunities as other young South Australians. The department has responsibility for the Children's Protection Act 1993 and the Family and Community Services Act 1972.

The establishment of the Quality and Practice directorate demonstrates DCP’s commitment to improving practice and investing in the workforce. The Quality and Practice directorate resides within the structure of the Office of the Deputy Chief Executive.

ORGANISATIONAL ENVIRONMENT:
Child centred and quality practice sits at the heart of the DCP Clinical Governance and the Practice Framework. The Clinical Governance and the Practice Framework provides the foundation for all staff across all levels of the Department. It promotes an ethos of shared responsibility and accountability for quality care, continuous improvement, management of risks and fostering an environment of excellence in practice.

The Quality and Practice directorate is responsible for leading, implementing and reviewing quality practice. The Clinical Governance and the Practice Framework provides the foundation that informs quality practice throughout the organisation so that outcomes for all children, families, carers and communities are child centred and culturally responsive. The Director, Aboriginal Practice will work in partnership with the Director, Quality & Practice to ensure that all key portfolios reflect the organisational commitment and imperative of culturally responsive and safe practice towards achieving are consistent in achieving positive outcomes for Aboriginal children, their families and communities.

ROLE PURPOSE:
The Director, Aboriginal Practice has responsibility for providing operational leadership towards a culturally responsive and safe organisation for Aboriginal children, their families and communities. The Director works in partnership with the Director, Quality & Practice to ensure that all key portfolios of the Quality and Practice directorate are inclusive of and reflective of principles and practices that are culturally safe for Aboriginal children, their families and communities. The Director will also be responsible for the providing clinical and professional support for Senior Aboriginal staff.

The Director will have responsibility for driving cultural reform internally and developing a long term strategy for embedding culturally competent practice across the DCP.
KEY ACCOUNTABILITIES:

1. Provide strategic leadership for the development, implementation and review of the Clinical Governance and Practice Framework, particularly focussing on implementing culturally responsive and safe quality practice towards reducing the overrepresentation of Aboriginal children in the South Australia child protection system.

2. Lead and oversee the implementation and delivery of programs and services in the directorate in accordance with the DCP priorities:
   - Supporting families and carers
   - Reducing Aboriginal children in care
   - Improving care experiences
   - Working together
   - Building leadership and learning
   - Delivering a better system

3. Provide timely advice to the Deputy Chief Executive on projects and issues that impact on Aboriginal children, families and communities.

4. In partnership with the Director, Quality & Practice and the Strategy and Performance unit, the Director is responsible for providing strategic leadership in implementing practice improvements and operational policies within the organisation, whilst ensuring that culturally competence practice is embedded throughout all aspects of programs.

5. Provide leadership and develop workforce capability and confidence mentoring of Aboriginal staff, and to deliver a program of work for improving the quality of the casework towards positive outcomes for Aboriginal and Torres Strait Islander children and young people in the child protection system.

6. Provide effective leadership in the management, attraction, retention and succession planning and development for a high quality team of child protection professionals.

7. Lead and drive reform towards an organisation that is culturally responsive where all staff engage with core knowledge and understand fundamental principles of working and engaging with Aboriginal children, their families and communities.

8. Develop strong stakeholder relationships with Aboriginal and Torres Strait Islander agencies and communities with a focus on developing a shared responsibility and ownership for the protection of children and young people.

9. Monitoring, reviewing and evaluating compliance with the Governance and Practice Framework and reporting on outcomes for Aboriginal children receiving child protection services.

10. Ensure senior Aboriginal staff are provided with clinical support and professional guidance that is delivered within a culturally sensitive framework due to the increasingly complex operating environment.

11. Actively promoting and ensuring the maintenance of a professional, safe and equitable work environment by adhering to all legislative and policy requirements and implements work practices consistent with applicable government guidelines and legislations, including the Public Sector Act 2009, the Equal Opportunity Act 1984, Work Health and Safety Act 2012 and the State Records Act 1997.

12. Manage industrial relations issues within the directorate as they arise.

13. Deliver on required key performance indicators and targets, including budget in line with the department’s performance framework.
**KEY RELATIONSHIPS / INTERACTIONS:**
- Director, Quality and Practice
- Deputy Chief Executive, Service Delivery and Practice
- Chief Executive and Senior Executive across DCP, including:
  - Regional Directors and regionally based Principal Aboriginal Consultants
  - Out of Home Care Executive Director
  - Senior Aboriginal Leadership Group
- Acts as State Government representative at high level inter-Governmental

**QUALIFICATIONS, KNOWLEDGE AND EXPERIENCE**

**ESSENTIAL**
- An appropriate tertiary qualification in health, social work or related discipline.
- Extensive experience in a child protection related field.
- High order management and leadership skills including the ability to provide broad direction to multi-disciplinary teams working on projects requiring high quality results within defined timeframes.
- Experience in leading change, continuous improvement and influencing others in responding to change within complex social policies.
- Demonstrated ability to effectively liaise and collaborate with the Aboriginal community and relevant organisations.
- Demonstrated ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes in an innovative and resourceful manner.
- Proven ability to successfully negotiate, persuade and advocate for the needs of disadvantaged minority groups, and achieve results for a range of stakeholders.
- Highly developed interpersonal and negotiation skills and demonstrated success in achieving changes through collaboration and exercising influencing skills with various stakeholders.
- Demonstrated knowledge and commitment to promoting and creating a safe and inclusive work environment; and the legislative requirements of Equal Opportunity and Work Health

**DESIRABLE**
- Experience in policy, strategic planning and innovative program development at a senior level
- Relevant post graduate qualification
- Excellent written and presentation skills
- Able to address and resolve complex issues with stakeholders
- Understanding of public sector duties and processes
Major CHALLENGES currently facing the position include:

- Professional development requirements of a largely inexperienced workforce within a complex operating environment.
- Achieving desirable outcomes with limited resources (particularly in Quality).
- Establishing partnerships with senior officers at a state and national level from government and non-government organisations.
- Driving reform that includes greater transparency, implementation of new legislation, an increased level of accountability, increased compliance and a high performing Practice.
- Creating better, safer outcomes for children and reducing the number of children coming in to Care by mitigating risk factors.
- Prioritising practical delivery with the necessary cultural change needed to move from a compliance focussed organisation to Practice focussed.
- Providing strategic leadership to a workforce which has experienced numerous changes in recent history.
- Being a strategic leader for the future vision and expansion of the DCP.

DECISION MAKING

- The nature of this role is such that it operates within the DCP’s policies, as well as relevant legislation, Acts, policies and procedures. The Director, Aboriginal Practice is a critical advisor to the executive team in informing policies and procedures, particularly in embedding culturally competent practice. The position will need to act autonomously in respect of day to day clinical supervision and governance issues within Quality and Practice. Significant decisions are made in consultation with the other Directors and the executive team.

SAES SELECTION CRITERIA: CORE COMPETENCIES

The claims of each applicant will be assessed against the five criteria below. Applicants are not required to address each and every competency element outlined under the key headings. Applicants should frame their application in the context of the requirements of the position and its key accountabilities.

**Shapes Strategic Thinking and Change**

Anticipates and plans for future events, trends, problems and opportunities and exercise sound judgement. Develop creative solutions, stimulating new ways of thinking and solving problems.

**Key elements of the competency:**

- Creates vision
- Inspires
- Thinks and acts strategically
- Leads and influences change
- Solves problems

**Achieves Results**

Makes timely, quality decisions taking a broad range of factors into consideration. Evaluates reasonable risk taking opportunities. Sets broad organisational goals and priorities in order to drive results consistent with government direction and public expectations.

**Key elements of the competency:**

- Achieves and delivers results
- Drives organisational effectiveness
- Exercises sound judgement
- Manages compliance with legislation
- Evaluates
- Applies technical expertise
- Assumes accountability

PUBLIC SECTOR VALUES

- **Service:**
  We proudly serve the community and Government of South Australia

- **Professionalism:**
  We strive for excellence

- **Trust:**
  We have confidence in the ability of others

- **Respect:**
  We value every individual

- **Collaboration & Engagement:**
  We create solutions together

- **Honesty & Integrity:**
  We act truthfully, consistently and fairly

- **Courage & Tenacity:**
  We never give up

- **Sustainability:**
  We work to get the best results for the current and future generations of South Australians
### Drives Business Excellence
Builds an effective, sustainable and high performing organisation through leadership. Engages and aligns human, financial and information resources to achieve strategic targets. Plans for future organisational needs to minimise risk and maximise opportunity. Leads organisational change that maximises results.

**Key elements of the competency:**
- Influences organisational performance
- Leads and develops people
- Predicts and plans for future organisational needs
- Builds capability and expertise
- Promotes a customer service ethos
- Directs resources

### Forges Relationships and Engages Others
Builds effective working relationships, networks and partnerships with internal and external bodies at all levels. Creates a commitment to customer service excellence. Actively listens to what others have to say and responds in a clear, concise and diplomatic manner. Adapts communication style as appropriate.

**Key elements of the competency:**
- Develops and uses political savvy
- Promotes information sharing and the gathering of knowledge
- Negotiates and influences
- Establishes and maintains strategic networks
- Manages conflict
- Communicates clearly and adapts to audience

### Exemplifies Personal Drive and Professionalism
Models ethical practice and embeds the values of the public sector into the culture of the organisation. Acts with integrity while promoting consistency among principles, values and behaviours. Sets challenging personal and organisational performance standards and pursues them with passion and energy.

**Key elements of the competency:**
- Models the south Australian executive service values
- Engages with risk and shows personal courage
- Displays flexibility and resilience
- Demonstrates self awareness and a commitment to personal development
- Promotes and integrates diversity into the workplace
- Values wellbeing for self and others

### CORPORATE RESPONSIBILITIES
- Keeping accurate and complete records of business activities in accordance with the State Records Act 1997.
- Maintaining a commitment to the Public Sector Act 2009 (PS Act), ethical conduct and the legislative requirements of the PS Act and Work Health and Safety Act 2012.
- Supporting and advocating Equal Employment Opportunity (EEO) and diversity in the workplace in accordance with EEO legislation. In particular, maintaining a commitment to promote an inclusive workplace in support of Aboriginal and Torres Strait Islander people and other under-represented groups.

### SPECIAL CONDITIONS
- Negotiated contract appointment of up to 5 years duration.
- Out of hours work is required.
- Inter and Intra-state travel may be required.
- Required to achieve performance targets that are negotiated and mutually agreed with the Deputy Chief Executive, Service Delivery and Practice and in turn establish and monitor performance targets with those reporting to the position
- Required to gain a Department for Communities and Social Inclusion (DCSI) Child-related employment screening clearance prior to being employed, which is required to be renewed every three years before expiry.
- Australian residency or current work permit is required (responsibility of applicant to provide evidence of a current work permit).
- Required to participate in business continuity planning and incident management as required.
### Position Dimensions

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<th>Numbers of reporting employees</th>
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<td><strong>Direct</strong></td>
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<tr>
<td><strong>Indirect</strong></td>
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### Financial

- **Budgeted Revenue:** na
- **Authority Limits:**

### Version Control

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<tbody>
<tr>
<td><strong>Version:</strong> 1.0</td>
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<td><strong>Date:</strong> 23/11/2017</td>
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Prepared by:

Approved by: