FAIR WORK AUSTRALIA

No. C2010/3131

IN THE MATTER OF:

APPLICATION BY THE AUSTRALIAN MUNICIPAL, ADMINISTRATIVE, CLERICAL AND SERVICES UNION AND OTHERS FOR AN EQUAL REMUNERATION ORDER IN THE SOCIAL AND COMMUNITY SERVICES INDUSTRY

STATEMENT OF MARK ANDREW CHAFFERS

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<th>Lodged on behalf of Applicant</th>
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<td>Leigh Svendsen</td>
<td>03 9340 4100/ 4133</td>
<td>0418 538 989</td>
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<th>Senior Industrial Officer</th>
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<td></td>
<td>03 9347 4122</td>
<td><a href="mailto:leighs@hacsu.asn.au">leighs@hacsu.asn.au</a></td>
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Address for Service:

2/102 Victoria St Carlton Vic 3053
STATEMENT OF MARK ANDREW CHAFFERS

I, Mark Andrew Chaffers, Human Resources Manager, of Melbourne Citymission, 19 King Street, Melbourne, Victoria state as follows:

Background and Current Employment

1. I am the Human Resources Manager at Melbourne Citymission (MCM) and was appointed to this position on 27 January 2004. Prior to working at MCM I had worked at various private sector businesses. I was attracted to work for MCM by the nature of the work done by MCM and the position.

2. I have an Associate Diploma in Occupational Health and Safety.

3. My place of work is MCM’s head office at 19 King Street, Melbourne.

4. As Human Resource Manager I am responsible for managing the following areas for the whole business:

   (a) Recruitment of new staff

   (b) Industrial relations
(c) Conditions of employment

(d) Payroll

(e) Occupational Health and Safety, including WorkCover claims

(f) Performance management

5. Attached to this statement and marked “MC1” is a copy of my position description.

6. I am able to provide this statement based on my experience in my role as Human Resources Manager at MCM and the knowledge and understanding I have gained in my role.

**Organizational Operation and Structure**

7. MCM is a non government organization in the Social, Community Services and Disability sector whose primary focus is to provide services across a number of areas providing social, community and disability services to a range of client groups across Melbourne and regional Victoria. MCM is one of about a half dozen larger NGO disability service providers in Victoria. There are many organizations that are much smaller in the NGO sector.

8. MCM employs approximately 750 staff in four service portfolios:

   (a) Aged and Palliative Care

   (b) Children and Disability Services

   (c) Homelessness and Justice Services

   (d) Employment, Education and Training Services
9. Children and Disability Services is MCM’s largest portfolio. This statement concerns employees engaged in that portfolio. The aim of MCM’s disability service is to provide disabled people with the resources and support they need to live the life they want.

10. As at April 2010 MCM employed 366 staff in this portfolio, of which 150 are residential staff. The 150 residential staff are comprised as follows:

   • Casual staff 73 (49%)
   • Part time staff 59 (38%)
   • Full time staff 18 (12%)

11. As at April 2010 MCM of the 150 residential staff there are:

   • Females 99 (66%)
   • Males 51 (34%).

12. In the public sector in residential disability services employees are engaged by the Victorian government under the Disability Services Enterprise Agreement 2008-2012 (DHS agreement). In the NGO sector, employees are engaged under the Residential and Support Services (Victoria) Award (RSS Award), or some agreement based on the RSS Award.

13. MCM is a unique organization in Victoria in that some residential staff are employed under the Victorian government Disability Services Enterprise Agreement 2008-2012 (DHS agreement) and some are employed under terms in the Residential and Support Services (Victoria) Award (RSS Award). This arose anomaly of having some employed under the public sector and some under the NGO sector rates has existed since about late 1980s.

14. MCM has an enterprise agreement with the Health Services Union, the Melbourne Citymission Residential/Support Services Agreement 2007 (the MCM
agreement), with respect to RSS employees. The MCM agreement reflects the RSS award with respect to classification structures.

15. MCM operates a total of 11 residential units, 7 of which are DHS houses and 4 of which are RSS award houses. By RSS award houses, I mean the residential units at which employees are engaged on the classification structure in the RSS award (being the identical classification structure in the MCM agreement).

16. As at April 2010, 41 staff were employed under the MCM agreement. These staff are classified as Residential and Support Services Workers (RSSW) at Grades 1-4 and Supervisor level, Grade 5. Attached to my statement and marked with the letters “MC2” is a true copy of the classification structure and rates of pay for RSSW staff.

17. As at April 2010, 108 staff were employed pursuant to the terms and conditions of the DHS agreement. These staff are classified as Disability Development Support Officers (DDSOs) in accordance with the DHS agreement structure. Attached to my statement and marked with the letters “MC3” is a true copy of rates of pay for DDSO staff.

**Contrast of the services provided in DHS and RSS Houses**

18. Due to the unique position of MCM in conducting residential services for the DHS under DHS funding and DHS Rates, as well conducting ordinary NGO residential services, I am well placed to compare the services provided in DHS and RSS houses.

19. The 11 residential units (being 7 DHS houses and 4 RSS award houses) all provide accommodation and support for people with disabilities. One house provides services for children on a shared care basis and one is for young people who are in the process of transitioning to other accommodation. Aside from this, there is no distinction between the CRU’s as to the nature of the clients or the type of work done between the DHS and RSS houses.
20. Clients in all MCM’s houses are people with intellectual disabilities and may also include presenting with behaviors of concern, autism, psychiatric illnesses and issues associated with ageing. Most of MCM’s residents require a high level of support. The work performed in either type of house is identical in all respects. The standard of work required and the level of complexity of client need is not distinguished on the basis of whether the house is funded under the DHS agreement or the under the RSS award

21. The houses are typically staffed as follows:

(a) DHS house:

- Approximately 6 rostered shift workers at classification levels DDSO 1 or, with Cert IV, DDSO 1Q
- A Senior worker/ House Supervisor, classification level DDSO 2

(b) RSS house

- Approximately 6 rostered shift workers at Grade 2 level, or with Cert IV, Grade 4.
- A Senior worker/ House Supervisor, Grade 5

22. These are the permanent staffing arrangements. The Houses also have access to a large pool of casual staff to assist with vacant shifts.

23. All houses have Team Leaders responsible for the day to day management of 2 houses each. MCM engages all Team Leaders as either DDSO 3’s or if appropriately qualified as DDSO 3A’s. The DHS classification is used at this level, because there is no appropriate classification available under the RSS award, which stops at Grade 5. In addition, Team Leaders are required to manage both DHS and RSS houses.
24. All 11 houses are managed by a Co-coordinator. This is a non-award based position.

25. Attached to my statement and marked with the letters "MC 4" is a true copy of the position descriptions referred to above. The same position description is used for roles in either DHS or RSS funded houses.

**Funding Arrangements**

26. The key difference between a DHS and RSS house is the way in which the house is funded and therefore the rate of pay for the respective staff.

27. A number of MCM services, including our Disability Residential services, are funded by DHS. The DHS funding is provided under a Funding and Services Agreement (FASA) between MCM and DHS.

28. The FASA is a standard agreement used across the whole Victorian non-government disability sector. The Schedules to our FASA set out MCM’s specific funding arrangements and performance targets. DHS applies annual funding indexation to all organizations and services covered by the FASA. The Victorian Council of Social Services, or NDS advocates on behalf of all the NGO’s in relation to the funding indexation provided in the FASA.

29. Each FASA is a three year agreement; the most recent agreement came into effect on 1 July 2008 and will expire 30 June 2011. The amount of funding is indexed. The 2008 FASA allowed for cost increases indexed at 3.14% per annum. This is a global figure, broken down the allowance is 3.25% increases for employment costs and 2.5% increases per annum for all other costs. The employment costs account for 85% of the funding.

30. Indexing of 3.25% for employment costs is based on the Victorian State Government’s wage policy. There is no real room for negotiation in relation to this figure.
31. As MCM employs staff under the DHS Agreement, MCM gets an extra payment from DHS in the FASA recognizing this additional employment cost, reflecting the higher wages paid under the DHS Agreement.

32. The remaining 2.5% indexing for all other costs is also very difficult to negotiate for any more significant increases. The reality is however, that other costs have and continue to increase at a higher rate than 2.5% per annum.

33. MCM has passed the 2009 3.25% wage increase per annum on to staff and will do so again in 2010. The organization is essentially continually stretched to budget all other costs within the funding provided.

34. Despite indexed funding increases, MCM frequently operates at a loss. As MCM is a comparably large organization, it can, to a limited extent afford to carry small losses. This cannot occur, however, on an ongoing basis without posing a threat to the continued provision of services. Smaller organizations would not be able to carry such an operating loss, therefore, there is even less scope to pass on the full extent of funded wage increases to staff.

35. MCM does have a fundraising program. Funds raised however, are generally used to run specific programs, for example a program for homeless children. Fundraising money is generally not used to cover wage costs in DHS funded programs. Our disability service is virtually entirely funded by the funds allocated under the FASAs.

36. In January 2010, the state government introduced a new funding model for people with a disability, based around individualized funding. This model gives the user of services far greater choice with regard to what services are engaged. The individualized funding package is a great innovation for clients, however, we are concerned as a business that this will make future planning around provision of services more difficult. One way we will be managing this is to review the skills required of staff and work towards developing those skills to meet increased range of demand in a flexible manner.
Funding and enterprise bargaining

37. As discussed above, MCM residential staff are employed under two different agreements. DHS staff are engaged under the terms and conditions of the DHS agreement. MCM is not directly involved in negotiation of this agreement. This agreement is negotiated by DHS, its representatives and the union on behalf of all DHS disability workers across the state. Once the agreement is reached, MCM simply follows what has been agreed. Wage cost increases are reflected accordingly in the funding provided pursuant to the FASA.

38. With respect to the RSS employees, sometimes we engage a representative to negotiate on MCM’s behalf, for example, peak industry bodies VHIA or NDS. It is our preference, however, to do our own negotiating directly with the union. (HACSU).

39. The parties to enterprise bargaining are all aware of the funding constraints with respect to wages. It is understood that the service cannot agree to pass on more than a 3.25% wages component to staff because some of this funding must be used to maintain service levels. Employees also appreciate this; they do not want to jeopardize the provision of service to clients by demanding wage increases that are beyond what can be afforded. Employees are generally very committed to providing services to clients and are very reluctant to do anything that might jeopardize those services. The reality is that there is very limited scope for bargaining, particularly with respect to wages.

40. As an organization, we are committed to providing the same conditions to all our staff however the funding differential between DHS and RSS Houses makes this impossible.

Comparison of DHS and RSS Houses: the same work for different salaries

41. MCM is unusual as a non-government sector provider of disability services in that it is funded under two models as referred to above. This provides a stark contrast for employees of MCM in residential services. For example when we
recruit casual staff they are initially employed under both agreements. This means a casual worker can work a shift at a DHS house and get paid one rate and then a shift at a RSS house and get paid a lower rate. The current rates for an entry level worker are:

- **The unqualified rate**: DHS house - $18.63 per hour
delete 18.63
insert 19.24

- **The unqualified rate**: RSS House - $15.97 per hour
delete 15.97
insert 16.49

- **The qualified rate**: DHS house - $20.85 per hour
delete 20.85
insert 21.52

- **The qualified rate**: RSS House - $18.63 per hour
delete 18.63
insert 19.23

- **House supervisor**: DHS house - $25.63 per hour
delete 25.63
insert 24.85

- **House supervisor**: RSS house - $24.19 per hour
delete 24.19
insert 21.89

42. Permanent work is offered under one agreement or the other depending on the work site at which the vacancy has arisen.

43. Some allowances under the DHS Agreement are also higher. For instance a sleepover allowance for DHS House staff is $78.47 per night ($90.67 on weekends and holidays) while the sleepover allowance for RSS staff under the MCM Agreement is a flat $70.29.

44. While MCM does pay RSS workers above the award rate due to the outcome of enterprise bargaining negotiations, this amount is not significant and does not match public sector rates. As an organization, we would prefer to pay all staff the same rate for doing the same work, but due to funding constraints we are unable to do so.
45. Most of the larger NGO’s are also paying the same above award rate, however, I believe most smaller NGO’s only pay award rates.

46. As a charitable, not for profit organisation, MCM is able to offer employees favourable salary packaging options. Salary packaging can compensate to some extent for the lower wages paid under the RSS agreement. The experience at MCM is however, that not all employees use this option and that salary packaging will not be advantageous for all employees. For example, it is not available to casual employees and will not benefit part time employees as effectively as full time employees. As I note above, about 49% of employees are casuals and a further 38% are part timers. Effective salary packaging can also be quite difficult to understand and can have adverse affects on your entitlement to government allowances or rebates and this also limits its uptake amongst staff.

47. As an employer, operating under two different agreements with different pay scales poses a number of difficulties:

   (a) It is easier to fill vacancies in DHS houses than RSS houses,

   (b) Staff movement can be restricted, for example an employee working in a DHS house will be very reluctant to move to an RSS house, which creates pressure on our operational effectiveness and ability to manage staff.

48. Another difficulty faced is that MCM does not receive any additional funding to meet the needs of clients with very complex needs or extreme behaviors of concern. As an NGO we provide services to clients with highly complex needs, comparable to services provided by DHS. However, due to the funding limitations and the difficulties referred to in my statement with respect to recruitment and retention, MCM cannot always employ staff with sufficient skill and experience and in sufficient staff/client ratios to manage clients with extremely difficult behavior. Ultimately, staff safety must be protected. There have been occasions when MCM has had to ask DHS to take clients back into DHS services, where there is sufficient staffing resources to provide the appropriate level of care for these clients. MCM does this very reluctantly, but
it is necessary in certain circumstances, because we do not have the capacity to provide the required level of care.

**Recruiting staff: the necessary skills**

49. In our Disability Residential services MCM runs an advertising campaign every three months to recruit new staff. This will involve an advertising blitz on internet sites and in the press looking for applicants for entry level residential work. There are three things MCM looks for when recruiting; these are qualifications for the work, experience and aptitude. Annexed to my statement and marked with the letters “MC 5” is a copy of a recent job ad run on our website and various recruitment web sites and newspapers.

50. MCM also recruit students studying for a degree or diploma in welfare/disability work. For example we attend lectures and student days at RMIT and other tertiary institutions to promote our work and encourage students to apply for work.

51. MCM considers the following areas when recruiting:

(a) **Qualifications**

MCM aims to recruit new employees who have a Certificate IV in Disability. It is a preference, but is not mandatory to be considered. If an applicant does not have the qualification we also look at experience and aptitude. A willingness to undertake the qualification is also an advantage.

(b) **Experience**

MCM looks for applicant’s experience in direct care residential work or experience in disability services or areas related to disability such as attendant care work/aged care. Life experience such as living with and or caring for a disabled relative will also be considered.
(c) **Aptitude**

MCM assesses the applicant’s understanding of the needs of people with a disability and indications of a genuine desire to support people with a disability. MCM are looking for people with a genuine understanding of the concept that people with a disability have dreams and aspirations of their own and that the role requires a commitment to developing and supporting the person in fulfillment of their potential.

52. Ideally an applicant will have all three of the above elements; however we do recruit applicants on the basis of at least one of the above elements being demonstrated. Ultimately, it is an applicant’s personal skills that are the most important. Qualifications and experience without the right aptitude for the job are not as valuable as aptitude and personal skills in identifying people who will become ongoing employees of MCM.

53. For this reason, in the first stages of recruitment, we look for people with good personal relationship skills, such as empathy, listening skills, patience, humour, the ability to be positive and quick to find solutions all while maintaining professionalism.

54. MCM would typically get 60-80 responses to the recruitment advertising. As a result of screening applicants MCM would generally select usually 5-10 people who demonstrate the criteria for entering our induction program.

55. The majority of applicants are not suitable because they do not have any appropriate qualification, experience or demonstrated aptitude for disability support work. We get a lot of students and foreign students on temporary visas applying who would not be suitable because they are only allowed to work limited hours and we are trying to recruit on an ongoing rather than temporary basis. I think there is a perception that the work is easy and unskilled and this is why MCM gets so many applications from people who are not suited to the work. We try in our advertising to make it clear what the nature of the work is, however, there is still a problem with perception about the work. The skills
required to do the work are in fact quite complex and must constantly be developed for ongoing quality provision of services.

56. Once we have screened initial responses to our advertisements, we ask applicants to fill in a form that aims to further refine and filter suitable applicants. Annexed to my statement and marked with the letters “MC 6” is a true copy of the application form and application instruction kit. This form asks applicants, for example, to state “how will you make a difference to the lives of people with disabilities?” With this question we are looking for people who can demonstrate how their skills can meet the requirements of the job.

57. Once we have a short list of candidates we run group interviews. We would normally invite 12-15 people to attend the group interview and would expect about 10 people to turn up to the interview. We put the group through a range of scenarios to assess how each applicant responds to the scenario and to each other. We are looking for how they interact in a team environment. I have observed that in group interviews, applicants will be more candid about their views than in a one on one interview. We are looking for people with a positive attitude to people with disabilities and who will demonstrate commitment to rights, and respect for clients. At this stage, applicants are also invited to do a written response to some questions, usually around client rights. This tool also provides information about what motivates applicants and their attitude towards disability.

58. Out of the interviews we then offer casual part time work to 5-10 applicants. This is the process we use for entry level staff- that is DDSO 1/ 1Q and Grade 2/4. Applicants go through our induction program and then commence casual work, or occasionally permanent part-time work if we have regular shifts and if they have demonstrated high level skills. As substantive positions become available we anticipate that casual workers who have gained sufficient experience and want to continue in the field will apply for those positions.

59. Nevertheless, the turnover for casual employees is high and we therefore have to run recruitment drives on a regular basis, usually, we would go through the above process every three months.
The Skills and Challenges of the Work

60. As discussed above, in relation to recruitment, MCM is looking for certain attributes and personal skills in disability service employees. The skills broadly include empathy, patience and tolerance, communication skills, problem solving skills and the ability to be both caring and professional at the same time.

61. Those skills are required on a daily, even hourly basis, to do the work. Much of the work appears to be relatively simple and routine in nature, for example assisting a resident to get ready in the morning. This can however, involve a complex series of negotiations balanced with providing opportunities to enhance independent living skills.

62. A number of residents have behaviors of concern that can be extremely challenging to manage. For example some client behavior can be violent and this can occur on a regular basis. There has been a time when MCM had a client mix in a house when violent behavior was so frequent; staff wore protective sport clothing to minimize injury. The skill level required to manage violent or aggressive behavior is high. The skills required include patience, tolerance, and the ability to not take things personally and to be able to respond promptly with strategies to divert the inappropriate behavior.

63. In addition, assisting clients with activities of daily living provides the opportunity to assist client’s in learning new skills rather than doing things for the client. An essential part of the role is to support the development of independent living skills. To do this requires the ability to assess a client’s capability and then devise strategies to enhance those capabilities. This may involve listening, observing and communication skills. This process is reflected in the use of Individual Support Plans and Person Centred Plans which are developed for each client as a tool to both monitor and plan for each client.

64. Commitment to the clients and to the role of supporting and developing all aspects of a client’s life, including helping them to achieve their aspirations and to participate in the community, is the core skill requirement of disability service workers.
Problems with recruitment

65. Recruitment at the higher levels of senior worker/house supervisor and Team Leader is more difficult. For example, MCM recently ran a recruitment drive for new staff at the House Supervisor level. Annexed to my statement and marked with the letters “MC 7” is a copy of the recruitment advertisement. We received very few applicants and the quality of applicants was not good. We were not able to recruit to these positions as a result of that process.

66. Due to this recruiting not being successful, we still have a shortage of suitably qualified and experienced senior staff. We have been managing the vacancies with staff acting in higher duties and Team Leaders doing additional work. This is only a short term solution and recruitment to house supervisor positions remains an ongoing concern for MCM.

67. It is also the case that it is harder to attract applicants for ongoing part time work, which requires a higher level of qualifications and/or experience than recruits at the entry level.

68. Part of the reason it is difficult to attract staff to the house supervisor and team leader positions is that these roles are “nine to five” positions which means losing penalty payments that shift work attracts. The reality is that even though these positions represent an increase in base rate and are the career progression from shift work, due to the pay scales, a house supervisor or team leader can earn less than when on shift work. Staff doing acting higher duties tend to be willing to do this on a short term basis to help out, but do not want to apply for the substantive positions due to the loss of penalty rates.

69. It is my view that recruiting in the non-government disability field is difficult for a number of reasons:

   (a) There are not sufficient people entering the field

   (b) Experienced staff, once in a position are reluctant to move positions
(c) If employed by DHS or under DHS funding there is less incentive to move to a non-government funded organization

(d) Non-government organizations are perceived to pay less than public sector services

(e) There are fewer resources available in non-government organizations to fund recruitment processes

(f) If employed at one non-government organization there is no incentive to move to a different service because the pay is the same; there is no financial benefit to moving sideways

(g) Higher grade/level positions are hard to recruit to due to the loss of penalty rates

(h) The community perception that disability work is low paid

70. In my view, the problem of recruiting to the non-government sector would be significantly improved if the financial incentive to move into this sector was greater. We need to be able to attract young people to the disability field as a career choice and encourage people in the workforce to view a change to the disability field in a positive light. I believe that there are many people in the workforce who have the right aptitude for disability work but do not enter the field because the financial reward is not great enough: - why take up the challenge of working in disability when you can earn essentially the same amount of money working at your local supermarket?

71. The ability to attract more people into the non-government disability sector who want to gain experience and relevant qualifications in the field is vital to providing quality care to people with a disability. There are enormous benefits to clients in the quality and consistency of care provided if qualified experience staff can be recruited and retained by service providers on an ongoing basis.
Problems with Retention

72. MCM finds that the turnover of casual staff is high, hence the need for very regular recruitment drives. Permanent staff, if they decide to leave MCM, generally do so because they are leaving work or the sector all together. The combination of high turnover of casuals and the loss of people from the disability sector means the organization is always short-staffed. Recruitment and retention of staff is a constant problem for the organization. This is a problem common to all NGO disability organizations.

73. Once staff have gained permanent work, they tend to remain employees of MCM. Our experience is that movement will be within the organization, so we do not record this as attrition of staff. We find that residential support work is sometimes used as entry to our organization to gain experience. Employees may then apply for other positions within the organization that tend to be better paid and more advanced roles, such as case management.

74. By way of illustration, within our organization, an entry level residential youth worker, who works with at risk youth gets paid an hourly rate of $22.10 compared to a RSSW House Supervisor first year with an hourly rate of $21.19. The level or responsibility and experience for the House Supervisor is significantly more than that of the youth worker.

75. Turnover of staff creates instability in the workplace. This has a direct effect on clients, many of whom gain security and confidence from routine and familiarity with the people around them.

Training and qualifications

76. MCM provides training to its entire residential staff. New employees undergo a comprehensive induction program which covers use of our systems, processes and the legislative requirements of the disability support worker role. There is a range of training that is compulsory for all staff as well as additional needs-based training. MCM provides the training and staff are paid to attend training. Training includes
(a) First aid and first aid refresher training

(b) Medication administration training

(c) Infection control

(d) Manual handling (as required)

(e) PART training (physical assault response training)

(f) File notes and documentation – tailored to needs of the house

(g) Other training related to Autism, positive behavior support, supervision and specific client-related issues

77. Once a staff member has gained substantive employment in a particular house training needs are tailored around what is required to work in that particular house. For example, in a house where the residents have high levels of challenging behavior training on managing challenging behavior will be incorporated into a staff member’s individual training plan. We develop training plans around the needs of the residents in a particular house. This can change over time, for instance, many of our residents are aging and this requires new plans to be developed.

78. Training is arranged on an ad hoc basis depending on the needs and times available for each house’s staff. We are currently working on developing a training schedule which will be put out in a calendar, so that staff training can be organized more in advance and be more streamlined.

79. MCM has a strong preference for residential staff to have obtained a Certificate IV in Disability Work and we look for this qualification when recruiting. It is not mandatory, however, we have in recent years put through groups of permanent staff each year to do the Certificate IV. MCM funds this for staff through a federally funded training rebate. The rebate covers the cost of the course. This is available to staff in both DHS and RSS houses. It is important to MCM as an organization to have qualified staff as this enhances the level of
support provided to residents. In addition, it creates better career opportunities for staff and provides access to higher rates of pay. The structure is that a DDSO 1 will move to a DDSO 1Q when the employee acquires a certificate IV and under the RSS Award/MCM Agreement will move from a Grade 2 to a Grade 4 Residential worker when the employee acquires a certificate IV.

80. Staff at the team leader level would be expected to have an Advanced Diploma in Disability or equivalent.

**Occupational Health and Safety Issues**

81. Staff in MCM’s residential services experience the highest number of injuries in our organization. Injuries include:

(a) slips, trips and falls- often associated with assisting clients with activities such as showering or moving in and out of vehicles

(b) manual handling injuries

(c) occupational violence- this is particularly due to the behaviours of concern exhibited by some clients. For example many of our young people have dual diagnoses, such as autism and an intellectual disability. It is common for these clients to exhibit behaviors which may result in injury to staff. In extreme cases, this can be very serious injury, such as assault with a weapon.

(d) Stress claims are also made on occasions, but are difficult to have accepted by WorkCover

82. Given the challenging behaviour of some of our residential clients, the work is sometimes high risk.
[witness signature]

[Print name]

Date:
POSITION: Manager, HR Services

REPORTS TO: General Manager, Human Resources and Organisation Development

LOCATED: 19 King Street, Melbourne

DATE: Oct 2003

ORGANISATIONAL CONTEXT

The appointee will be expected to commit to Melbourne Citymission Mission Vision and Values and align their work to the organization’s strategic objectives outlined in Attachment 1. The appointee will be a key member of the HR&OD leadership team that works collaboratively with senior managers to develop MCM’s capacity to performance manage, value, mentor and develop staff.

The appointee will manage the delivery of a range of HR Services to Melbourne Citymission managers and staff across the areas of recruitment, employee relations, workforce reporting, payroll, salary packaging and employee entitlements. In this capacity the incumbent will play a lead role in reviewing current practice and implementing efficient, responsive and effective HR / Payroll processes and systems.

PRIMARY OBJECTIVES

1. Manage the HR Services Team in the provision of high quality, responsive and efficient services in the areas of recruitment, selection, workforce reporting, payroll operations and employee relations;

2. Review and reengineer HR processes to ensure they are streamlined, efficient and tailored to the needs of MCM managers and staff;

3. Manage Payroll operations and implement strategies to streamline processes and ensure the accuracy and quality of payroll and associated benefits and records;

4. Oversee the development of employee relations policy and practices that position MCM as an employer of choice in the sector;

5. Provide expert advice to MCM managers;

6. Enhance MCM’s capacity to collect, analyse, monitor and report on workforce data and trends.
### AREAS OF SPECIFIC RESPONSIBILITY

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<th>Teams, People and Culture</th>
<th>Exercise leadership in the internal and external environment to position MCM as an employer of choice in the sector</th>
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<td>• Develop strong relations with managers that builds a collaborative approach of working in partnership to achieve organisational objectives;</td>
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<td>• Monitor and advise on emerging trends in the external environment relating to the provision of HR services, recruitment, employee relations and compliance;</td>
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<td>• Actively engage partners, stakeholders and other NFP providers to enable MCM to maximise opportunities that may arise;</td>
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<td>• Provide advocacy and leadership across the sector in the human resource management.</td>
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<th>Community Connections</th>
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<td>Provide leadership and management</td>
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<td>• Ensure that HR /Payroll systems and processes are responsive and support MCM’s managers and staff to deliver quality services to clients;</td>
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<td>• Oversee the provision of award / contract entitlements and obligations;</td>
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<td>• Ensure managers and staff have accurate and timely information regarding award / contract obligations and entitlements;</td>
</tr>
<tr>
<td>• Provide high-level advice to the senior managers on recruitment, workforce reporting and award / contract provisions</td>
</tr>
<tr>
<td>• Provide expert advice, coaching and support to line managers on employee relations and compliance issues;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Client Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and provide highly responsive and accessible information and services</td>
</tr>
<tr>
<td>• Develop a suite of HR reports that enable regular reporting on workforce trends and issues;</td>
</tr>
<tr>
<td>• Oversee the review and reengineering of recruitment and employment processes;</td>
</tr>
<tr>
<td>• Manage Payroll operations and implement strategies to streamline high-volume, labour intensive processes;</td>
</tr>
<tr>
<td>• Review Micropay System and implement strategies to maximise effectiveness of HR / Payroll processing, data management, accuracy, audit and reporting.</td>
</tr>
</tbody>
</table>
KEY SKILLS, KNOWLEDGE AND EXPERIENCE

- A relevant tertiary qualification (eg: business, human resource management) and substantial experience in the delivery of HR services;
- Demonstrated experience in the review, development and implementation of effective business processes and systems;
- Strong project management experience with ability to consult and liaise with stakeholders, develop clear project plans and manage projects to deliver outcomes that meet quality, cost and time specifications;
- Good knowledge of contemporary HRM practice including employee relations, business process redesign methodology and change management;
- An ability to work independently with minimum supervision as well as being able to work as part of a team within a shared leadership management frame;
- Demonstrated, well-developed interpersonal skills, including problem solving, influencing and negotiation skills;
- Highly developed written skills and IT skills;
- Well-developed presentation and facilitation skills;
- Ability to manage and lead a team in line with Melbourne Citymission Mission, Vision and Values.

CONTRACT TERMS

- Salary:
- Access to salary packaging
- Term of Contract: Maximum Term Contract – 4 Years

INITIAL KEY PERFORMANCE INDICATORS

- Timely, responsive and efficient recruitment, appointment and induction of staff;
- High level of accuracy and confidence in the integrity of payroll and associated transactions and records;
- High level of confidence and satisfaction in provision of ER advice and consultancy services;
- Timely, efficient and responsive HR / Payroll systems and processes;
- Accurate and timely workforce data and reporting
- Positive contribution to HR&OD Team
- Development of strong relationships with MCM managers and alignment of practice with a shared leadership model.
16. CLASSIFICATIONS

16.1 Grade 1 – entry level

16.1.1 A person appointed to the position of Residential/Support Services Worker with no relevant industry experience and no relevant qualifications will commence at this level, and be provided with appropriate orientation and induction to the position.

16.1.2 An employee at this level:

(a) Works within established routines, methods and procedures;
(b) Has minimal responsibility, accountability or discretion; and
(c) Works under direct or routine supervision, either individually or in a team.

16.1.3 A full-time worker shall progress to Grade 2 on completion of 12 months industry experience.

16.1.4 A part-time or casual worker will progress to Grade 2 after completion of 1976 hours of industry experience.

16.1.5 For the purposes of this clause, "industry experience" shall mean 12 months of relevant experience gained in the immediately preceding 3 years.

16.2 Grade II

16.2.1 A person appointed to the position of Residential/Support Services Worker who has at least one year of previous relevant industry experience but no accredited qualification relevant to the position (as identified by the employer) at Certificate 3 level or above under the Australian Qualifications Framework.

16.2.2 An employee at this Grade:

(a) prioritises work within established routines, methods and procedures;
(b) is responsible for work performed with a limited level of accountability or discretion;
(c) works effectively under limited supervision, either individually or in a team; and
(d) has sound communication skills.

16.3 Grade III

16.3.1 A person appointed to the position of Residential/Support Services Worker who has an accredited qualification relevant to the position (as identified by the employer) at the level of Certificate 3 under the Australian Qualifications Framework.

16.3.2 An employee at this Grade:

(a) prioritises work and exercises discretion within established policies, guidelines and procedures;
(b) is responsible for work performed with a medium level of accountability;
(c) works effectively under limited supervision, either individually or in a team; and
(d) has well developed communication, interpersonal and numerical skills.
16.4 Grade IV

16.4.1 A person appointed to the position of Residential/Support Services Worker who has an accredited qualification relevant to the position (as identified by the employer) at the level of Certificate 4 or above under the Australian Qualifications Framework.

16.4.2 An employee at this Grade:

(a) functions semi-autonomously, and prioritises his or her own work within established policies, guidelines and procedures;
(b) is responsible for work performed with a substantial level of accountability;
(c) works effectively either individually or in a team;
(d) has administrative skills and problem solving abilities; and
(e) has well developed communication, interpersonal and numerical skills.

16.5 Grade V

16.5.1 A person appointed to the position of Supervisor by the employer who is responsible for supervision of day to day work of other Residential/Support Services Workers.

16.5.2 An employee at this Grade:

(a) functions autonomously, and prioritises his or her own work and the work of others within established policies, guidelines and procedures;
(b) is required to assist with the development and implementation of policies, guidelines and procedures;
(c) is responsible for work performed with a substantial level of accountability and responsibility;
(d) supervises the work of others, including work allocation, rostering and guidance;
(e) works effectively either individually or in a team;
(f) has comprehensive computer knowledge and uses a computer on a regular basis;
(g) has developed administrative skills and problem solving abilities;
(h) has well developed communication, interpersonal and numerical skills; and
(i) may require an accredited qualification relevant to the position (as identified by the employer) at the level of Certificate 3 or above under the Australian Qualifications Framework and requires relevant skills, training or experience.

16.6 In deciding whether or not a qualification is relevant to a particular position for the purposes of this clause, the employer must take into account:

16.6.1 The units of competency the employee has successfully completed in gaining his or her relevant qualification; and

16.6.2 The nature of the work that the employer requires to be performed; and
16.6.3 The nature of the client group the relevant employee will be working with.

16.7 An employee's progression between pay points within each classification level for which there is more than one pay point shall be by annual increments, having regard to an assessment of the acquisition and utilisation of skills and knowledge through experience in his or her workplace over such period.

16.8 Any dispute over the operation of this clause, including an employer's assessment of an employee for progression between the pay points, is to be dealt with under clause 9 - Grievance/Dispute Procedure.

17. RATES OF PAY

17.1 Adult Employees - Residential/Support Services Classifications

<table>
<thead>
<tr>
<th>Classification</th>
<th>Year</th>
<th>Weekly Wage Rate Effective from the Beginning of the First Pay Period to Commence On or After</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1 July 2006</td>
</tr>
<tr>
<td>Residential/Support Services Worker Grade 1</td>
<td></td>
<td>$544.36</td>
</tr>
<tr>
<td>Residential/Support Services Worker Grade 2</td>
<td>Year 1</td>
<td>$589.70</td>
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<tr>
<td></td>
<td>Year 2</td>
<td>$593.91</td>
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<tr>
<td></td>
<td>Year 3</td>
<td>$598.38</td>
</tr>
<tr>
<td>Residential/Support Services Worker Grade 3</td>
<td>Year 1</td>
<td>$614.44</td>
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<tr>
<td></td>
<td>Year 2</td>
<td>$618.65</td>
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<tr>
<td></td>
<td>Year 3</td>
<td>$623.11</td>
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<td>Residential/Support Services Worker Grade 4</td>
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<td></td>
<td>Year 2</td>
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<td></td>
<td>Year 3</td>
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<td>Residential/Support Services Supervisor</td>
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<td></td>
<td>Year 2</td>
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<tr>
<td></td>
<td>Year 3</td>
<td>$735.08</td>
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</table>
17.2 Junior Employees – Residential/Support Services Classifications

<table>
<thead>
<tr>
<th>Classification</th>
<th>Weekly Wage Rate Effective from the Beginning of the First Pay Period to Commence On or After</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 July 2006</td>
</tr>
<tr>
<td>Residential/Support Services Worker Grade 1</td>
<td></td>
</tr>
<tr>
<td>18 Years or under - 70% of 1st year adult rate</td>
<td>$381.05</td>
</tr>
<tr>
<td>19 Years or under - 80% of 1st year adult rate</td>
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<td>20 Years or under - 90% of 1st year adult rate</td>
<td>$489.92</td>
</tr>
<tr>
<td>Residential/Support Services Worker Grade 2</td>
<td></td>
</tr>
<tr>
<td>18 Years or under - 70% of 1st year adult rate</td>
<td>$412.79</td>
</tr>
<tr>
<td>19 Years or under - 80% of 1st year adult rate</td>
<td>$471.76</td>
</tr>
<tr>
<td>20 Years or under - 90% of 1st year adult rate</td>
<td>$530.73</td>
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17.3 Sleep-Over Allowance

<table>
<thead>
<tr>
<th>Sleep Over Allowance</th>
<th>Weekly Wage Rate Effective from the Beginning of the First Pay Period to Commence On or After</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1 July 2006</td>
</tr>
<tr>
<td>Allowance per occasion</td>
<td>$63.24</td>
</tr>
</tbody>
</table>

17.4 Application to Special Categories of Employee

Due to the existing applicable wage rates being greater than the relevant proportionate federal minimum wage, this clause has no application to employees undertaking a National Training Wage Traineeship, an Australian Traineeship, a Career Start Traineeship, a Jobskills Placement or an Apprenticeship.

18. SUPPORTED WAGES FOR EMPLOYEES WITH DISABILITIES

18.1 Workers Eligible for a Supported Wage

This clause defines the conditions which apply to employees who because of the effects of a disability are eligible for a supported wage under the terms of this Agreement. In this clause the following definitions apply:

18.1.1 “Supported wage system” means the Commonwealth Government system to promote employment for people who cannot work at full Agreement wages because of a disability, as documented in Supported Wage System: Guidelines and Assessment Process.

18.1.2 “Accredited assessor” means a person accredited by the management unit established by the Commonwealth under the supported wage system to perform assessments of an individual’s productive capacity within the supported wage system.
## EBA Rates

<table>
<thead>
<tr>
<th>Level</th>
<th>Year</th>
<th>Base</th>
<th>1st Increase 1 Jan 08</th>
<th>Increase in the first Year</th>
<th>2nd Increase 1 Jan 09 3.25%</th>
<th>3rd Increase 1 Jan 10 3.25%</th>
<th>4th Increase 1 Jan 11 3.25%</th>
<th>Total Increase over term</th>
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</tbody>
</table>

* DDSO 3 - Existing Year 1 and 2 are abolished and Year 3 becomes the new Year 1 increment
POSITION:    DISABILITY SUPPORT WORKER
REPORTS TO:  TEAM LEADER
LOCATED:     DISABILITY RESIDENTIAL SERVICES
DATE:        MAY 2009

Organisational Environment
Melbourne Citymission is a leader and innovator in the provision of services to the community. Established by the Churches of Melbourne in 1854, Melbourne Citymission (MCM) is a non-denominational organisation that provides assistance to thousands of Victorian people and communities experiencing disadvantage.

As a service provider MCM's work is focused on providing a hand up not a hand out, supporting people to take charge of their own lives and participate fully in community life. MCM's service profile includes:

- Children, Youth, Adult and Family
- Disability
- Employment, Education and Training
- Homelessness
- Aged Care
- Palliative Care

As a social change agent MCM advocates for social policy change and works across all sectors in seeking to achieve sustainable outcomes for communities experiencing disadvantage.

Vision
A fair and just community where people have equal access to opportunities and resources.

Purpose
We build inclusive communities that overcome disadvantage.

Goals
Our priority commitments are:

Leadership
To lead changes that transform people and communities

Disadvantage
To provide resources and choices to people who are marginalised and living with disadvantage

Diversity
To deliver services that respect individuals and embrace diversity

Advocacy:
To advocate for compassion and justice

Capacity and
To build financial and human resources that sustain our current work and future
Sustainability:
growth
JOB CONTEXT

MCM manages a number of community-based residential services for people with intellectual disabilities. These services are based in the person's home and encourages independence and developmental opportunities and the empowerment of individuals to participate in their life choices, enabling maximum integration within the community.

JOB PURPOSE

The role involves assisting people with a disability with their daily activities. Disability workers develop and implement programs aimed at achieving an individual's goals and aspirations and enhancing the individual's participation within the community.

Working within a multi-disciplinary team, workers will contribute to the maintenance of a homelike environment and to ensure that the support provided is delivered in a manner consistent with Melbourne Citymission's values policy and procedural guidelines, the Disability Act 2006, the Victorian Disability Service Standards and relevant Occupational Health and Safety guidelines.

JOB OBJECTIVES

RESIDENT CARE & DEVELOPMENT

- Foster an environment that supports and empowers people to make choices and self-advocate as part of daily practice, assisting them in achieving the lifestyle they desire within the broader community.
- In conjunction with the Senior Worker and/or Team Leader develop, implement, monitor and review people's Person Centred Plans (PCP) / Individual Support Plans (ISP) on a yearly basis, Behaviour Support Plans (BSP) and risk assessments as required.
- Support people with personal needs, daily living requirements and community access, including the attendance of people's appointments and activities, and where appropriate the documentation and communication of these.
- Liaise with family, other service providers, stakeholders and health professionals to assist in the support of clients.
- Administer, document and monitor medications as outlined in MCM's Disability Residential Services Policy & Procedure.
- Facilitate and support formal and informal client communication and relationships ensuring that clients needs and concerns are addressed and acted upon in a timely manner.

TEAMS, PEOPLE & CULTURE

- To work as part of a consistent and cohesive team
- To participate proactively in staff training and professional development
- To attend monthly team meetings.
- To contribute to team planning and development.
- Attend monthly supervision and support meetings with Team Leader or Senior Worker.

SYSTEMS & RESOURCING

- Promptly act on and respond to all forms of correspondence.
- Assist the Senior Worker with administrative duties as directed.
- As a key worker, accurately complete and update client records and routines, handover notes, incident reports, client and organisational asset registers and financial records.
- Participate in the archiving of client and organisational records.
- Ensure all OH&S issues are acted upon and reported to both the Team Leader and OH&S Representative within agreed timeframes.
- Report and record house maintenance issues to the Team Leader and Property Manager within the agreed timeframes.
KEY RELATIONSHIPS AND DELEGATIONS, AUTHORITIES

Key relationships

<table>
<thead>
<tr>
<th>Accountability</th>
<th>The position is accountable to the Team Leader, who in turn reports to the Coordinator, Residential Services.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Relationships</td>
<td>Residential Services staff may have relationships with staff from a range of MCM program areas, dependant on the needs of the clients they are supporting. Some examples may include:</td>
</tr>
<tr>
<td></td>
<td>• Staff from the Disability Case Management Team</td>
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<td></td>
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<td>• Staff from Youth Services.</td>
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<td>• Staff from Staff Learning and Development.</td>
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<tr>
<td></td>
<td>• Staff from Human Resources.</td>
</tr>
<tr>
<td>External Relationships</td>
<td>Residential Services staff will actively liaise and network with a number of external providers, organisations and stakeholders within the community, with the view to providing the most appropriate and effective services and supports to clients.</td>
</tr>
</tbody>
</table>

JOB CAPABILITY REQUIREMENTS

MCM Capabilities

| Participates as a team member | Contributes to the goals of the team; participates in all aspects of team work; balances the team requirements and individual needs; works with others cooperatively to achieve common goals. |
| Manages and develops self | Behaves in a way that is consistent with Melbourne City Mission values; acts with integrity; commits to ongoing professional and management/leadership development |
| Fosters and nurtures an inclusive culture | Ensure that day-to-day practice is reflective of MCM inclusive culture and ethically aligned with MCM's values. |
| Communicates effectively | Clearly conveys information and ideas to individuals and groups; including written, verbal and presentation skills. |
| Builds and sustains relationships | Cultivates an active network of professional relationships inside and outside of MCM |
| Acts as an ambassador for MCM | Represents MCM in a professional manner that builds a positive impression of MCM and strengthens reputation and image of the not for profit sector. |
| Promotes and achieves quality client outcomes | Ensures appropriate systems are in place to monitor service outcomes that reflect clients' needs. |
| Advances our work | Builds and strengthens the sense of community through exercising leadership in the external environment. |
Desirable Attributes:

- Certificate IV in Disability Work or other relevant and recognised qualification.
- Experience working within a residential setting and/or working with people with disabilities.
- A demonstrated knowledge of the Disability Act 2006, the guiding principals of the State Disability Plan and other relevant legislation, policies and guidelines.

Mandatory Qualifications

- Current First Aid certificate Level 2.
- A current Victorian drivers licence.

TERMS AND CONDITIONS OF EMPLOYMENT

- This position involves shiftwork, weekend work and sleepover shifts.
- The role is classified as a Disability Development Services Officer Level 1 (DDSO1) qualified or unqualified or Residential Services Support Worker Grade 2 (RSSW Gr2) unqualified or RSSW Gr4 qualified.
- Employment is subject to a satisfactory Police Check and Child Check.
POSITION: SENIOR RESIDENTIAL SUPPORT WORKER
REPORTS TO: TEAM LEADER
LOCATED: DISABILITY RESIDENTIAL SERVICES
DATE: JANUARY 2010

Organisational Environment
Melbourne Citymission is a leader and innovator in the provision of services to the community. Established by the Churches of Melbourne in 1854, Melbourne Citymission (MCM) is a non-denominational organisation that provides assistance to thousands of Victorian people and communities experiencing disadvantage.

As a service provider MCM's work is focussed on providing a hand up not a hand out, supporting people to take charge of their own lives and participate fully in community life. MCM's service profile includes
- Children, Youth, Adult and Family
- Disability
- Employment, Education and Training
- Homelessness
- Aged Care
- Palliative Care

As a social change agent MCM advocates for social policy change and works across all sectors in seeking to achieve sustainable outcomes for communities experiencing disadvantage.

Vision
A fair and just community where people have equal access to opportunities and resources.

Purpose
We build inclusive communities that overcome disadvantage.

Goals
Our priority commitments are:

Leadership
To lead changes that transform people and communities

Disadvantage
To provide resources and choices to people who are marginalised and living with disadvantage

Diversity
To deliver services that respect individuals and embrace diversity

Advocacy:
To advocate for compassion and justice

Capacity and Sustainability:
To build financial and human resources that sustain our current work and future growth

JOB CONTEXT

MCM manages a number of community-based residential services for people with intellectual disabilities. These services provide a home-like environment, which encourages independence and developmental opportunities and the empowerment of individuals to participate in their life choices, enabling maximum integration within the community.
JOB PURPOSE

The role involves assisting people with a disability with their daily activities. Disability workers develop and implement programs aimed at achieving an individual’s goals and aspirations and enhancing the individual’s participation within the community.

Working within a multi-disciplinary team, workers will contribute to the maintenance of a homelike environment and to ensure that the support provided is delivered in a manner consistent with Melbourne Citymission’s values policy and procedural guidelines, the Disability Act 2006, the Victorian Disability Service Standards and relevant Occupational Health and Safety guidelines.

JOB OBJECTIVES

CLIENT CARE & DEVELOPMENT

- Foster an environment that supports and empowers clients to make choices and self-advocate as part of daily practice, assisting them in achieving the lifestyle they desire within the broader community.
- Develop, implement, monitor and review client’s Person Centred Plans (PCP) / Support Plans (SP) on a yearly basis, client’s Behaviour Management Strategies (BMS) and risk assessments as required.
- Support clients with personal needs, daily living requirements and community access, including the coordination of client appointments and activities, and where appropriate the documentation and communication of these.
- Liaise with other service providers, stakeholders and health professionals to assist in the support of clients.
- Administer, document and monitor medications as outlined in MCM’s Disability Residential Services Policy & Procedure and supervise and support staff to do the same.
- Facilitate and support formal and informal client communication and relationships ensuring that clients' needs and concerns are addressed and acted upon in a timely manner.

TEAMS, PEOPLE & CULTURE

- Provide clear direction and support to staff with daily tasks and duties, making sure to listen and act upon staff issues or concerns.
- Provide both informal and formal feedback to staff regarding work performance, including the formal supervision of staff as required.
- Facilitate monthly team meetings.
- Assist Team Leader with performance management and team planning, including rostering, training and development and supervision.
- Attend monthly supervision and support meetings with Team Leader.

SYSTEMS & RESOURCING

- Promptly act on and respond to all forms of correspondence.
- Assist the team leader with administrative duties including the completion of staff timesheets and the development of rosters.
- Accurately complete and update client records and routines, manuals, duties lists, handover notes, incident reports, client and organisational asset registers and financial records.
- Participate in and supervise the archiving of client and organisational records.
- Ensure all OH&S issues are acted upon and reported to both the Team Leader and OH&S Representative within agreed timeframes.
- Report and record house maintenance issues to the Team Leader and Property Manager within the agreed timeframes.
**KEY RELATIONSHIPS AND DELEGATIONS, AUTHORITIES**

**Key relationships**

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**Delegations and Authorities**

The Senior Residential Worker is required to provide a high level of support to clients as well as other staff members having a broad knowledge and understanding of complex client behaviour and health related issues.

**KEY SELECTION CRITERIA**

**Specialist Expertise**

- Extensive experience working within a residential setting and/or working with people with disabilities.
- A demonstrated knowledge of the Disability Act 2006, the guiding principals of the State Disability Plan and other relevant legislation, policies and guidelines.
- The ability to develop, implement, monitor and review Person Centred Plans, Support Plans and Behaviour Management Strategies using an individualised planning approach.

**Mandatory Qualifications**

- Certificate IV in Disability Work or other relevant and recognised qualification.
- Current First Aid certificate Level 2.
- A current Victorian drivers licence.
**MCM CAPABILITIES**

In addition to Specialist Experience, the appointee will need to demonstrate the following attributes:

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<td><strong>Promotes and achieves quality client outcomes</strong></td>
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**TERMS AND CONDITIONS OF EMPLOYMENT**

- This is a full-time position of 76 hours per fortnight and will involve shiftwork, weekend work.
- The role is classified as a Disability Development Services Officer Level 2 (DDSO2) or Residential Services Support Worker Grade 5 (RSSW Gr5)
- Access to tax-free salary packaging arrangements that can add significant value to earnings, is available.

Employment is subject to a satisfactory Police Check and Child Check.
Organisational Environment
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| Disadvantage | To provide resources and choices to people who are marginalised and living with disadvantage |
| Diversity | To deliver services that respect individuals and embrace diversity |
| Advocacy: | To advocate for compassion and justice |
| Capacity and Sustainability: | To build financial and human resources that sustain our current work and future growth |

Values and Philosophy

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**POSITION:** Team Leader Residential Services
**REPORTS TO:** Coordinator Residential Services
**LOCATED:** Office based
**DATE:** June 2009
MCM's guiding values and beliefs are:

1. We affirm MCM's ecumenical Christian heritage and acceptance of people of other
   faiths and no faith
2. The Christian principles of inclusiveness, love, hope, service, and social justice are
   fundamental to our practice
3. Everyone in the community has a right to have their voice heard
4. Everyone has the right to have the resources necessary for participation in community
   and social life
5. Society is accountable for the wellbeing of our communities and for community
   decisions
6. Collaboration and co-operation within a community leads to stronger responses and
   better outcomes
7. Lives can be changed and people are able to participate in society for their own and
   the common good
8. Stewardship of our resources is essential to the creation of a sustainable and viable
   future
9. We value what we learn from the communities and people we work with.

JOB CONTEXT

The Shared Supported Accommodation program provides high quality, community-based
supported accommodation to people with a disability. This support encourages developmental
opportunities and client choice, enabling maximum integration with the community and a
lifestyle that emulates the general community.

JOB PURPOSE

The Team Leader manages a team of Direct Care Workers who are rostered on shifts to
support people with a disability who live within a Community Residential Unit. These units form
Residential Services which provides high quality, community-based supported accommodation.
This support encourages opportunities for people to engage in meaningful activities and
relationships whilst allowing people to maximise their choice, enabling integration with the
community and a lifestyle that emulates the general community.

JOB OBJECTIVES

- Manage a component of a residential program providing direct care services to clients
  in a number of settings according to the principles of relevant legislation.
- Maintain and monitor standards of direct care service delivery and ensure the
  appropriate training and professional development of all direct care staff
- Participate in the development of local policy and implement policies and procedures
  within the program area
- Participate in the development and ensure client support, behaviour and financial
  plans are implemented and meet client need.
- Ensure clients receive appropriate support with daily living and self care activities
- Ensure the provision of general household management functions within the
  Residential units
- Ensure the necessary records are in place and maintained.
• Liaise and negotiate with associated community agencies to ensure the continuity of care for clients and that program goals are met.
• Participate in the selection, recruitment, orientation, in service training and appraisal of staff.
• Provide advice and information to clients, their families and other service providers.
• Effectively manage and provide leadership to a team of employees by:
  ➢ leading and supporting individuals to achieve their potential
  ➢ modelling behaviours integral to good people management and Mission values
  ➢ providing employees with relevant information and access to safe systems of work
  ➢ managing and monitoring specific improvement objectives in supervision
  ➢ supporting an effective team and working within it
• Observe the safe working practices you have been trained in, and as far as you are able, protect your own and others' health and safety.
• Participate in an on call roster providing after hours support to direct care staff

<table>
<thead>
<tr>
<th>Key relationships and delegations, authorities</th>
</tr>
</thead>
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<tr>
<td><strong>Accountability</strong></td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
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</tbody>
</table>

**JOB CAPABILITY REQUIREMENTS**

**Qualifications / Specialist Experience:**

**Qualifications:** Certificate IV in Disability Work or other qualifications recognised within departmental guidelines as being equivalent; or Advanced Diploma of Disability Work or other relevant tertiary qualifications recognised within departmental guidelines as being equivalent; or Registered or eligible to be registered as a Mental Retardation Nurse.

**Knowledge and Skills:**

**Communication Skills:** Well-developed communication and interpersonal skills including the ability to work and communicate effectively with people with disabilities, their families, community agencies, other professionals.

**Leadership:** Demonstrated leadership and management skills and the ability to embrace, lead and implement change. Models high standards, provides the team with a clear sense of direction and inspires a strong desire to succeed among team members.

**Specialist Knowledge:** Demonstrated experience and understanding of current practices, policy directions and priorities relating to the delivery of accommodation support services to people with a disability in the residential setting.

**Assessment:** Ability to assess the needs of people with a disability and implement and evaluate relevant programs.

**Client Focus:** Listens to people with disabilities; Actively seeks to meet individuals needs; Seeks ways to improve services; Committed to delivering high quality outcomes for people living in the service.

**Specialist Expertise:** Substantial experience in the intellectual disability services field and a sound understanding of the relevant legislation and philosophies relating to people with intellectual disabilities.
Experience in working with people with intellectual, physical or multiple disabilities and demonstrated ability to develop, implement, Individualised Plans and Person Centred Active Support

**Other Relevant Requirements:**
A current Driver's Licence is essential
Appropriate level of computer skills
First Aid Level 2 certificate
Working with children check
Have own vehicle
Disability Residential Services – Casual positions

Are we what you are looking for?

- Do you get excited about making a difference in the life of a person with a disability?
- Do you want to work with people with disabilities, who have lots of unrealised abilities?
- Do you want to work in an environment that supports people to achieve their aspirations?
- Do you want to be part of a team that believes this is possible?

Melbourne City Mission is a diverse community service organisation that operates a number of community-based residential services for people with disabilities. These services encourage both independence and empowerment of individuals to fully participate in their life choices.

We are seeking casual staff to provide support to adults and children within a home environment, some of whom may present with behaviours of concern, autism or psychiatric illnesses. Shifts may involve night, sleepovers and weekend work and will be remunerated accordingly. The houses are located in the Northern and Western Regions.

Interested? If you think this is the job for you, look on our website www.melbournecitymission.org.au to explore more in depth information and also for application details. An application form needs to be completed to be considered for this position.

Applications close 4th June 2010 and should be forwarded to Ms Alicia Newell, 230 Normanby Avenue, Thornbury or anewell@mcm.org.au.
Disability Residential Services - Casual positions

Are we what you are looking for?

- Do you get excited about making a difference in the life of a person with a disability?
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Melbourne Citymission is a diverse community service organisation that operates a number of community-based residential services for people with disabilities. These services encourage both independence and empowerment of individuals to fully participate in their life choices.

We are seeking casual staff to provide an environment, some of whom may have illnesses. Shifts may involve night, sick accordingly. The houses are located.

An application form needs to be completed.

View the application form
Application Form - Resi Casual May 2010

View further information
Information (PDF) 87.71 kB

View the position description
Disability Support Worker May 2010 (PDF) 81.00 kB

View the guidelines for applicants
Guidelines for Applicants - Oct 09 (PDF) 72.10 kB

Applications close 4th June 2010 and should be forwarded to

Ms Alicia Nowell
230 Normanby Avenue
Thornton 3071
Or by email to - anewell@mcmission.org.au

For 155 years, Melbourne Citymission has worked with disadvantaged people across Melbourne and Victoria. Every week we help thousands of people build a clear pathway out of disadvantage, economic exclusion and social isolation.

Our services support:
- people to find a pathway out of homelessness
- disabled people to get the resources and support they need to live the life they want
- people to break the cycle of poverty and abuse
- people to find jobs, or enter into education and training.
To be a disability support worker you need to –
• Have a sense of humour
• Be patient
• Have some common sense
• Be flexible
• Consider yourself a professional
• Show initiative
• Not take things personally
• Have lots of energy
• Be a quick thinker

As part of your role as a Disability Support Worker, you will -
• Work within a team to achieve individual goals
• Create and maintain an environment that empowers the people we support
• Support people with personal needs, daily living requirements and community access, including the attendance at appointments and activities
• To be person centred in your approach to working with people
• Have some rewarding aspects of the role and also some not so easy aspects as well

Some of your main duties will be -
• To encourage the people we support to live as independently as possible
• Supporting people with their personal care and hygiene. This may include toileting and showering.
• Assisting people we support with domestic and household duties. The everyday duties that all households need!
• To be a positive role model
• To be involved in implementing Person Centred Plans

You will be required to work mornings, afternoons, nights, sleepovers and weekends. Shift starting and ending times depend on the needs of the people we support.

Where are the Community Residential Units?
The houses are located in the Northern & Western Regions in Melbourne. Melbourne CityMission has 12 houses.

What is the pay rate?
The pay rate depends upon qualifications and awards. We have two awards at Melbourne CityMission, the RSSW and DDSO awards. As a casual worker, you will receive 25% penalties from Monday to Friday and penalties will be awarded for afternoon, sleepover, night & weekend shifts.
To be able to gain employment with Melbourne Citymission Disability Residential Services, you must provide –

1) **Verification of your right to work in Australia**
   - If you are an Australian citizen, we are required to confirm your citizenship by sighting a copy of one of the following documents -
     a) Australian Birth Certificate
     b) Australian Passport
     c) Australian Citizenship certificate
     d) Certificate of evidence of citizenship
   - If you are not an Australian citizen, you will need to provide a copy of your working Visa during application stage and we will need to sight the original if you are successful in gaining employment at Melbourne Citymission. Once employed, Melbourne Citymission will need to conduct an on-line Visa Entitlement Verification. This is at no cost to you.

2) **National Criminal History Record Check**
   At interview stage of employment with Melbourne Citymission, you will need to sign a consent form for a National Criminal History Record Check. We also need to sight 100 points of documentation to the interview. Please see 100 Point Documentation Identification Check for acceptable documentation. We will need to see original documents, not copies, so please ensure you bring original documents to your interview.

3) **Victorian Drivers Licence**
   You will also need to bring your Victorian Drivers Licence to interview to be sighted.

If you have any concerns or questions, you are welcome to call 9487 9200
PLEASE RETURN THIS APPLICATION TO:   Date of Application
Alicia Newell
Melbourne Citymission
270 Normanby Ave
Thornbury, 3071
Or
anewell@mcm.org.au

APPLICATION DETAILS

First Name:

Surname:

Address:

Home Phone Number:

Mobile Phone Number:

Email:

Do you have a Victorian Drivers Licence?   Yes □   No □

Do you have a Working with Children’s Check?   Yes □   No □

Are you an Australian resident?   Yes □   No □

If no, please provide a copy of your Visa with this application.

MCM may have restrictions on the amount of hours or type of employment that can be offered depending on the type of Visa you have.
Melbourne Citymission
Building Inclusive Communities

Disability Residential Services
Application Form – Disability Support Workers

EMPLOYMENT HISTORY

Please start with the most recent position held

<table>
<thead>
<tr>
<th>Name of Employer</th>
<th>Dates of Employment</th>
<th>Position and Responsibilities (In depth information required)</th>
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AVAILABILITY DETAILS

Please tick in the following boxes the times you are able to work

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<tr>
<th>Time</th>
<th>Monday</th>
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I am available to do active nights:  Yes ☐ No ☐
(Active nights – Awake from 10pm till 7am)

I am available to do sleepovers: Yes ☐ No ☐
(Sleepovers – Sleep at the house)
Melbourne Citymission
Building Inclusive Communities

Disability Residential Services
Application Form – Disability Support Workers

OTHER QUESTIONS

Tell us when you have worked as part of a team to achieve an agreed outcome? Why role did you play as part of that team?

How will you make a difference to the lives of people with disabilities?

Tell us about your communication skills, both verbal and written and also your computer skills.

When you have experienced conflict with another person, tell us how you have resolved this conflict and what the outcome was.
HOUSE SUPERVISORS (MULTIPLE POSITIONS)

- $41,000 - $49,000 + Super
- An opportunity to make a difference to people’s lives
- Salary Packaging

Melbourne Citymission’s Disability Residential Services have made a real difference to the lives of people with intellectual disability over the last xxxx decades. Our community based residential services encourage both independence and empowerment of individuals to fully participate in their life choices.

Excellent opportunities exist for House Supervisors to join our dynamic teams across the Northern and Western suburbs in Melbourne. Your dedication to providing excellent support to people with intellectual disabilities along with your proven ability to excel in a leadership position will guarantee you success and satisfaction in this challenging environment.

Applicants must have extensive experience in disability residential settings and working with people with intellectual disabilities. You must also have a Cert IV in disability or other relevant qualification to be successful for this position.

To view a position description, please visit the “Jobs” page at www.mcm.org.au. Applicants must address the “Key Selection Criteria” outlined in position description.

Applications close xx January 2009 and should be forward to:
Ms Alicia Newell
Team Leader – Disability Residential Services
Melbourne Citymission
230 Normanby Avenue
Thornbury 3071
Or by email to – anewell@mcm.org.au