



Deputy Director-General Department of Child Safety, Seniors and Disability Services

Success Profile | April 2024

Introduction

Thank you for your interest in the **Deputy Director-General** selection process.

OnTalent is thrilled to be leading the process of this appointment on behalf of the **Department of Child Safety, Seniors and Disability Services**. This briefing pack provides you with information regarding the organisation, the role and requirements.

Once you have reviewed this material, and if you haven't already, please visit <https://www.ontalent.com.au/ddg/> for details on how to apply.

I look forward to working with you through this process and invite you to contact me directly at anytime on 07 3305 5800.

Natasha Olsson-Seeto

Natasha Olsson-Seeto
Chief Executive
OnTalent

Our Department



Annual Report 2022-23

Strategic Plan 2023-27



In the Department of Child Safety, Seniors and Disability Services (the department) you will have the opportunity to work together with people, partners and places to support children, seniors and those with a disability, to be safe and to thrive in culture and communities.

Our programs and community partnerships preserve cultural connections for Aboriginal and Torres Strait Islander peoples to achieve positive life outcomes.

By working with us, you will have the opportunity to work with staff from across the department and other government agencies to resolve complex issues and change life trajectories.

As public servants, we are committed to the highest ethical, professional and service standards in the delivery of outcomes for the people of Queensland.

The department is an equal opportunity employer supporting diversity in the workplace. We welcome applications from Aboriginal and Torres Strait Islander people, LGBTIQ+ people, people with a disability, people from culturally diverse backgrounds, and people with lived experience.

Our Department

Our department believes that we are leaders at all levels. We enact this through our Leadership Charter:

Authenticity

We build and sustain honest and respectful relationships

Connection

We collaborate with our stakeholders and engage with our staff to build capability

Stewardship

We deliver a customer centered approach and perform within an ethical framework

Values

We are passionate and proud and we recognise our diversity by building our cultural competence

We acknowledge the traditional owners of the land on which we operate and pay respects to elders past, present and emerging. We acknowledge the cultural authority and knowledge of Aboriginal and Torres Strait Islander Queenslanders, and the vital importance of cultural identity and connection.



Leading the Strategy Branch

The Deputy Director-General (DDG) will lead the Strategy area and provide outstanding strategic leadership for creation of public value from the agency's investments, services, capabilities and relationships, by: working collaboratively in a dynamic environment of significant challenges and opportunities; facilitating productive customer, community, industry and cross-agency engagement; providing smart evidence-based and outcome-oriented strategy, policy, investment and performance analysis and advice; enabling culturally capable and respectful services; and facilitating innovation and change. You will partner with senior executives, internally within the department, across the Queensland public service and interjurisdictionally, to provide solutions to drive better outcomes for Queenslanders. An important aspect of the role is regularly and meaningful engagement with oversight bodies, peaks, sector partners and Aboriginal and Torres Strait Islander community-controlled organisations.

The DDG, Strategy will assist the department to achieve its vision through a results-driven approach and a client and community-focused culture, and display the core public sector values of: customers first; ideas into action; unleash potential; be courageous; and empower people. The position requires a person who will take personal responsibility for serving the government of the day and meeting the needs of the people and communities of Queensland. As a senior executive, you will work towards a system of world class service delivery and public sector management.



Work with Us

Are you interested in an opportunity to...

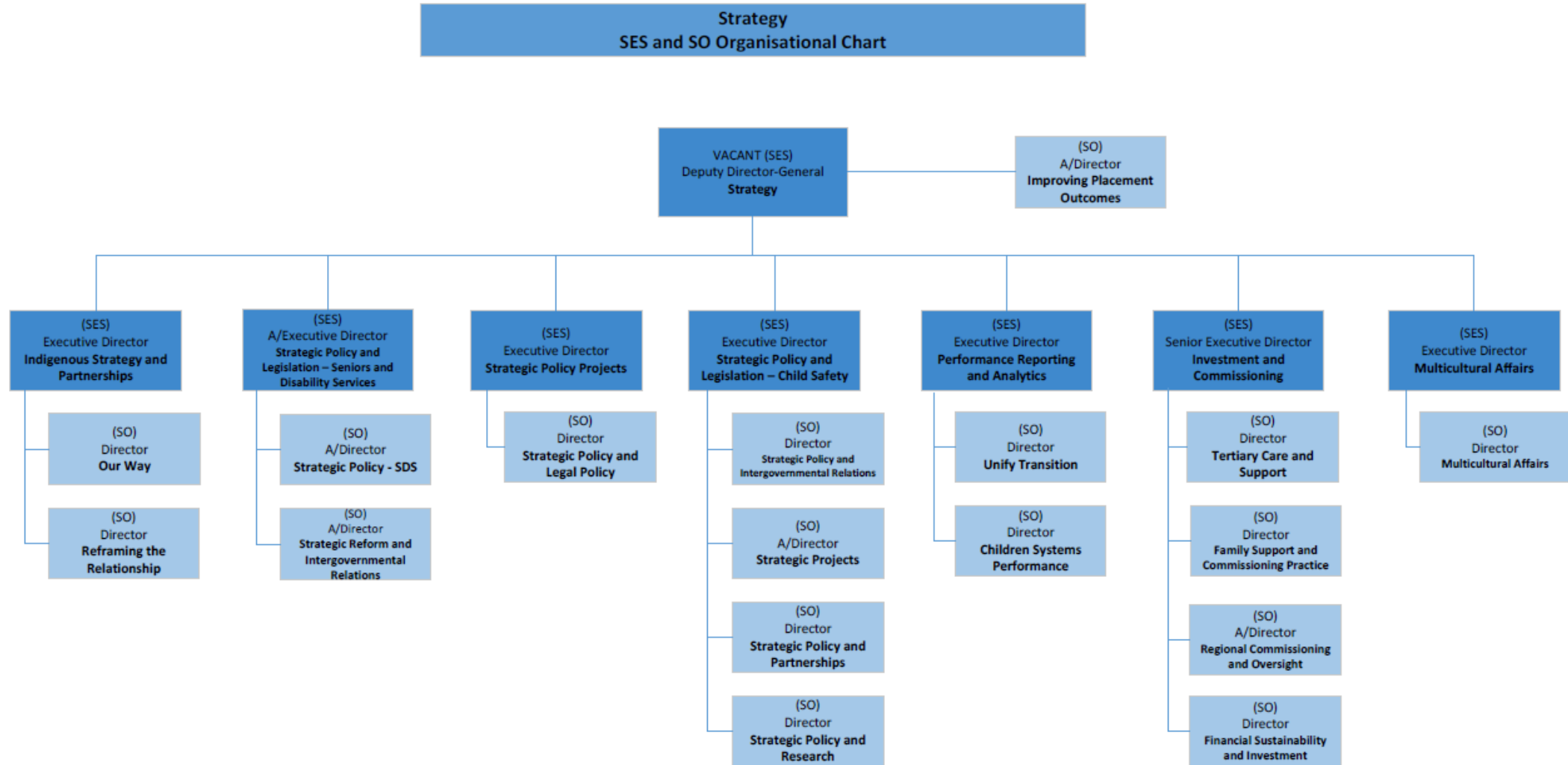
- Work for an employer that helps vulnerable people within our community?
- Be part of an inclusive and diverse workforce that places a high value on cultural capability?
- Be rewarded for your efforts with great working conditions that offer salary packaging, flexible working arrangements, learning opportunities and professional development all within a safe and healthy work environment?
- Work for an employer that works in collaboration to serve the community, strengthen community response and assists children, seniors and those with a disability?

Do you have a commitment to...

- Working with Aboriginal and Torres Strait Islander peoples?
- Understanding Aboriginal and Torres Strait Islander peoples and cultures?
- Recognising issues affecting Aboriginal and Torres Strait Islander peoples today?
- A united, harmonious and inclusive Queensland as articulated in the *Multicultural Recognition Act 2016* and Multicultural Queensland Charter?
- Creating inclusive and celebrating diverse work environments, where everyone feels safe, respected, included and encouraged to bring their whole selves to work?
- Communicating respectfully



Organisational Structure



Director-General

Deidre Mulkerin commenced as Director-General of the former Department of Child Safety, Youth and Women in February 2020. Following Machinery-of-Government changes in November 2020, Deidre's departmental responsibilities shifted when she became the Director-General of the Department of Children, Youth Justice and Multicultural Affairs. In May 2023, following a movement of departmental responsibilities, Deidre has continued as Director-General for the now Department of Child Safety, Seniors and Disability Services (DCSSDS).

Throughout Deidre's career she has had extensive experience in a range of social services roles, including being a frontline officer in child protection and youth justice, managing regional operations and progressing to senior executive roles. Deidre has led work across a number of different sectors in areas such as child protection, youth justice, education, housing and domestic and family violence.

Deidre has dedicated her career to making a difference to the lives of those within each sector she has worked in, including a focus on the impacts for children, young people and families. Deidre continues to show her commitment to this in her role as Director-General, and has a clear passion for ensuring that the voices of people with lived experience is a key priority when considering the services and initiatives the department delivers.

With historic reforms, such as Path to Treaty, being recognised, Deidre remains dedicated to walking alongside our Aboriginal and Torres Strait Islander colleagues, partners and communities to give the space for true partnership in decision-making. Supporting a diverse and inclusive workforce and community is something Deidre has committed to throughout her career, acknowledging the importance of hearing and understanding the needs and experiences of people from all ages, backgrounds and abilities.

As a person living with disability, Deidre is committed to empowering people to live and thrive in accessible communities, where they are respected, included and valued, to live their lives to the fullest.



Key Role Information

Title	Deputy Director-General
Location	Brisbane CBD
Annual Salary	Total Fixed Remuneration \$330,307 - \$360,779
Classification	SES4 High
Business unit & Service area	Strategy
Reports to	Director-General
Status & employment type	Flexible full-time
Job Duration	Contract
Desirable Requirements	It is highly desirable that employees are vaccinated against COVID-19. <i>NOTE:</i> Employees unable to comply with any future mandatory vaccination policy requirements of the department may be subject to disciplinary action.

Key Role Information

Your contribution

We are seeking a Deputy Director-General (DDG) to lead the Strategy area and provide outstanding strategic leadership for creation of public value from the agency's investments, services, capabilities and relationships, by: working collaboratively in a dynamic environment of significant challenges and opportunities; facilitating productive customer, community, industry and cross-agency engagement; providing smart evidence-based and outcome-oriented strategy, policy, investment and performance analysis and advice; enabling culturally capable and respectful services; and facilitating innovation and change. You will partner with senior executives, internally within the department, across the Queensland public service and interjurisdictionally, to provide solutions to drive better outcomes for Queenslanders. An important aspect of the role is regularly and meaningful engagement with oversight bodies, peaks, sector partners and Aboriginal and Torres Strait Islander community-controlled organisations.

The DDG, Strategy will assist the department to achieve its vision through a results-driven approach and a client and community-focused culture, and display the core public sector values of: customers first; ideas into action; unleash potential; be courageous; and empower people. The position requires a person who will take personal responsibility for serving the government of the day and meeting the needs of the people and communities of Queensland. As a senior executive, you will work towards a system of world class service delivery and public sector management.

You will have a record of success as a leader in a large, dynamic and complex organisation with outstanding leadership ability. You will have extensive experience across the public, private and/or not-for-profit sectors and you will have a strong background in strategy and policy implementation in service delivery agencies, commissioning and performance reporting. You will have a proven track record as a leader delivering change in challenging environments, in fostering a confident and capable workforce and in facilitating partnerships and alliances.

Principal accountabilities

As a senior executive leader in Queensland Government, the DDG, Strategy will display outstanding judgment, high level integrity, strong agility to adapt to a constantly changing environment, a strong achievement orientation and excellent communication and negotiation skills.

You will provide high level strategic and operational advice to the Minister, Director-General, the department's Board of Management and senior executives across a wide variety of matters to meet strategic objectives, including but not limited to organisational design, systems and policy development and implementation, change management, leadership and employee capability, cultural capability and diversity.

Key Role Information

Principal accountabilities (continued)

As the leader of the Strategy Leadership Team, you will demonstrate strong and effective leadership fostering a healthy and inclusive culture that is innovative, high performing and responsive to all streams of the agency.

You will possess strong leadership, strategy, engagement and delivery expertise to support the executive and management team to create safe, well, rewarding, diverse and inclusive workplaces for our valued staff to ensure that the services our department delivers are responsive and sustainable.

As an executive, your performance will be assessed according to four key accountability perspectives: stakeholder and outcome, internal business, financial, and learning and growth.

Key duties and responsibilities

Stakeholder and outcome

- Drive key strategic issues across the department and work collaboratively across the Queensland and Australian Governments, non-government and private sector, to implement the department's strategic direction ensuring it is aligned with government's objectives and Ministerial Charter letter commitments.
- Align strategies, policies, commissioning and procurement with the overarching whole-of-government Path to Treaty and Closing the Gap agenda.
- Facilitate and oversee the implementation of the *Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families 2017-2037* and supporting action plans for Aboriginal and Torres Strait Islander children and families that aim to eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children and young people in the child protection.
- Facilitate and oversee the ongoing implementation of the Queensland Multicultural Policy, Our Story, Our Future and supporting action plans to achieve the policy outcomes of culturally responsive government; inclusive, harmonious and united communities; and economic opportunities for people from culturally and linguistically diverse backgrounds.
- Design and implement a new Disability Reform Framework based on recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, and the Independent Review of the National Disability Insurance Scheme.

Key Role Information

Stakeholder and outcome (continued)

- Lead and oversight the Queensland Government's responsibilities relating to the implementation of *the Australia's Disability Strategy 2021-2031* with the objective of creating a more inclusive and accessible society where all people with disability can fulfil their potential as equal members of the community.
- Lead strategic work on the department's targets to significantly increase the proportion of children and young people living with kin, significantly reduce the proportion of children and young people in residential care, and transition investment to Aboriginal and Torres Strait Islander community-controlled organisations.
- Lead the evaluation, monitoring and review of the department's strategic performance by ensuring effective systems are put in place and maintained to monitor and report on the progress of deliverables.
- Develop networks and partnerships at the state and national level to promote and influence strategy, policy, investment planning and commissioning and decision making in relation to the government priorities and objectives for the community.
- Oversee the activities of the Strategic Policy and Legislation function, providing strategic policy development, research and analysis, policy advice, legislative reform, Cabinet submission coordination and ensuring the department meets government or intergovernmental obligations.
- Monitor and report the progress and effectiveness of government commitments to the family support and child protection system as well as ensuring timely and accessible performance data.
- Oversee the department's investment in child and family services to support frontline service delivery improvements and facilitate sustainable and better outcomes for children, young people and families whilst ensuring value for money.
- Lead and facilitate agency's research, review and evaluation priorities, investments and activities, provide high-level analysis and advice, and facilitate productive partnerships with universities, experts and researchers in relevant fields.
- Represent the department at significant national, statewide and other forums, and support the involvement of the Minister and the Director-General by ensuring effective negotiation on issues relevant to the portfolio.

Internal business

- Provide high level advice to the Director-General and Minister on the work program, community and stakeholder expectations, strategies, policies and performance as they relate to the department's strategic priorities.
- Actively contribute as a member of the department's Board of Management in developing an inclusive, diverse and collaborative culture, ensuring a high standard of accountability and performance.

Key Role Information

Internal business (continued)

- Participate in the department's corporate governance activities including involvement in governance committees and setting of strategic direction.
- Foster a culture of collaboration and co-design within a high performing, high quality, outcomes-focused environment.
- Provide strategic oversight, direction and leadership to the Strategy team, ensuring effective organisational team development and management.

Financial

- Ensure effective management and monitoring of the Strategy's budget, including the department's substantial investment and commissioning funding, as well a staff establishment in accordance with statutory responsibilities, government priorities and departmental policies and procedures.

Learning and growth

- Contribute to building and sustaining cultural capability, particularly the department's commitment to Reframing the Relationship with Aboriginal and Torres Strait Islander peoples, to support the vision and strategic objectives of the department.
- Demonstrate behaviours that reflect public service values and ethics, including the promotion of inclusion and diversity within the department.
- Plan, organise and manage the division's responsibilities, including fostering a professional environment that values performance, ethical behaviour, staff wellbeing, capability development, professional growth, continuous improvement and best practice outcomes.

Delegations

This role has Human Resource Management and Financial delegations in accordance with the relevant schedules.

Reporting relationships

This position is accountable to the Director-General. The position has 10 direct reports: Executive Director, Strategic Policy and Legislation – Child Safety; Executive Director, Strategic Policy and Legislation – Disability Services; Executive Director, Indigenous Strategy and Partnerships; Executive Director, Strategic Policy Projects (Disability Services); Senior Executive Director, Investment and Commissioning; Executive Director, Performance Reporting and Analytics; Executive Director, Multicultural Affairs; Director – Improving Placement Outcomes; Director – Child and Family Program Management Office; and the Manager, Office of the Deputy Director-General.

Key Role Information

Is this role for you? Consider the **Leadership competencies for the role**.

The [Queensland Public Service Leadership competencies for Queensland](#) (LCQ) applies to all role profiles within the department. This role profile is aligned to the **Executive** profile of the LCQ and outlines the relevant competencies from the **Executive** profile that are the basis of assessment of your suitability for the role.

To be successful in this role you will be required to demonstrate capability in the following areas:

- | | |
|----------------|--|
| Vision | <ul style="list-style-type: none">• Leads strategically: Thinks critically and acts on the broader purpose of the system• Stimulates ideas and innovation: Gathers insights and embraces new ideas and innovation to inform future practice• Leads change in complex environments: Embraces change and leads with focus and optimism in an environment of complexity and ambiguity• Makes insightful decisions: Makes considered, ethical and courageous decisions based on insight into the broader context |
| Results | <ul style="list-style-type: none">• Develops and mobilises talent: Strengthens and mobilises the unique talents and capabilities of the workforce• Builds enduring relationships: Builds and sustains relationships to enable the collaborative delivery of customer-focused outcomes• Inspires others: Inspires others by driving clarity, engagement and a sense of purpose• Drives accountability and outcomes: Demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency |
| Accountability | <ul style="list-style-type: none">• Fosters healthy and inclusive workplaces: Fosters an inclusive workplace where health, safety and wellbeing is promoted and prioritised• Pursues continuous growth: Pursues opportunities for growth through agile learning, and development of self-awareness• Demonstrates sound governance: Maintains a high standard of practice through governance and risk management |

To find out more about the competencies required for this role visit, www.forgov.qld.gov.au/leadership-competencies-queensland for the complete Leadership competencies for Queensland booklet.

Key Role Information

Conditions and benefits of the role

The department provides access to an employee assistance program and a range of learning and development opportunities. Your employment experience with the department will include work-life balance with flexible working options such as flexible start times and telecommuting competitive salary and benefits (including up to 12.75 per cent superannuation contributions by your employer), generous leave entitlements, career progression opportunities and the chance to make a difference to the people and communities of Queensland.

The department is committed to building an inclusive culture that respects and promotes [human rights](#) and [diversity](#). We respectfully journey together to aspire to be the most culturally capable agency in the nation. We are an inclusive, equal employment opportunity employer and place value on our diverse workforce. We encourage applicants representing all genders, ethnicities, ages, languages, sexual orientations, and people with disability or family responsibilities to apply.

How to apply

To enable us to assess your merit, your application should include:

- a **statement** not more than two pages that summarises your skills, experience and achievements against the leadership competencies/capabilities and duties/responsibilities
- a **current resume** containing details of 2 referees. At least one referee should have a thorough knowledge of your work over the past two years as your manager or supervisor.

Apply via <https://www.ontalent.com.au/ddg/>

Key Role Information

Other important information

- Domestic and family violence has no place in our homes, communities or workplaces and we are committed to preventing violence and supporting employees affected by domestic and family violence.
- The department is committed to being an inclusive workplace, providing reasonable adjustment and support for people with a disability.
- The department values and is committed to being a safe and inclusive workplace for all LGBTQIA+ peoples.
- Successful applicants will be subject to a criminal history check or blue card screening.
- Successful applicants who are either a current or previous public sector employee will be required to disclose previous serious disciplinary action taken against them.
- Newly appointed public service employees are obliged, within one month of starting duty, to make a disclosure of any employment as a lobbyist in the previous two years.
- A person is eligible to be a public service officer only if the person is an Australian citizen or resides in Australia and has permission, under a Commonwealth law, to work in Australia. If a person's permission to work in Australia ends, the person's employment is taken to have been terminated on the same day.
- Applicants who have been paid a voluntary medical retirement, voluntary early retirement, redundancy or retrenchment payment from a Queensland Government entity are required to indicate this in their application.
- Where 'eligibility for registration' is shown as a mandatory condition of the role, successful applicants are required to obtain the relevant registration prior to commencing work and maintain registration for the duration of employment in the role.

Get in Contact



Natasha Olsson-Seeto
Chief Executive
OnTalent
07 3305 5800



Jevon Seah
Associate Client Partner
OnTalent
07 3305 5806

