



Connecting people & purpose

Operations Manager – Home & Community Endeavour Foundation

Success Profile | November 2024



EXECUTIVE SEARCH | RECRUITMENT | CAREER MANAGEMENT

Introduction

Thank you for your interest in the **Operations Manager – Home & Community** selection process.

OnTalent is thrilled to be leading the process of this appointment on behalf of **Endeavour Foundation**. 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/endeavouroperationsmanager/> for details on how to apply.

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



Ashleigh McMillan
Client Partner – Not-for-Profit &
Government Recruitment
OnTalent

About us

We support people with disability to live their best life

Every year, we help thousands of people achieve the things that matter most to them. We support people to live their best lives and remove barriers that prevent people from exploring and realising their potential. Whether it's living independently, getting a job you love, or engaging with the community, we are right beside you every step of the way.

Why we do what we do

We believe in people, their ability to achieve ambitions, their right to social and economic participation, and their often-unrecognised contribution to our communities.

We're passionate about building a brighter future for all, every day. Our purpose is to make possibilities a reality for more than 4 million people with a disability living in Australia. This is the driving force behind everything we do, and our dedication remains as strong as ever.



Our history



How we started

14 June 1951 was a significant day, not just for Endeavour Foundation but for people with disability and their families. More than 70 years ago, there was very limited support available for people with intellectual disability. In Queensland, children with intellectual disability were often excluded from classrooms with their families were left to fend for themselves. Endeavour Foundation was born from the voices of parents who demanded one of the most basic human rights - the right to an education. Their resolve quickly turned to action, forming a movement that to this day advocates for social inclusion for people with disability. It started with a makeshift school on the verandah of a Brisbane home and grew momentarily from there.

How we grew

Inspired by the courage, tenacity and care of our founding families, Endeavour Foundation has grown to one of the largest providers of disability support in Australia. While it might have started as a way to educate children with disability, in the span of a few decades it became clear that disability support shouldn't cease at adulthood. As our organisation grew, so too did the variety of support we offer. We started with education but expanded into offering employment opportunities, safe places to live and opportunities to get involved in the community.



Our history

70+ years and going strong

We are tremendously proud to say that we currently support thousands of Australians with intellectual disability to live, learn, work and thrive. Their successes and wins are our successes and wins.

The introduction of the National Disability Insurance Scheme (NDIS) has brought with it a new world of choice and control for the people we support.

We started as a dedicated group of people passionate about the rights and opportunities available to people with disability - and that's exactly how we intend to proceed into the future.



Our Approach to Home Services

Delivering Exceptional Home and Community Services

Endeavour Foundation is a leader in providing high-quality home and community services designed to support people with disabilities. With a focus on fostering independence and enhancing quality of life, the organisation offers innovative and flexible solutions that respond to individual needs while maintaining a strong commitment to inclusivity and respect.



The Foundation's approach is built around the principles of person-centred care, ensuring that services are tailored to align with the preferences and goals of the people they support. Key offerings include Supported Independent Living (SIL) and Specialist Disability Accommodation (SDA), which together create a comprehensive framework for living with dignity and independence.

Our Approach to Home Services



Supported Independent Living (SIL)

Supported Independent Living, or SIL as it's commonly referred to, is the name that the NDIS has given to supports that are offered in the home. This includes things like daily living support like help with meals, hygiene and routine setting. Different people will need and want different levels of support.

Special Disability Accommodation (SDA)

When people talk about Specialist Disability Accommodation, they are talking about the houses themselves. These homes have been designed to suit the needs of the people who live within. As an organisation, we are committed to making sure there is enough accessible housing for Australians with intellectual disability.

A Cohesive Model: SIL and SDA

SIL and SDA services are designed to work in harmony, offering an integrated solution for independent living. While SDA addresses the physical infrastructure—providing accessible and functional housing—SIL delivers the personalised supports required for day-to-day living, creating a seamless and holistic approach.

A Commitment To Excellence

Endeavour Foundation's work in home and community services reflects its commitment to driving innovation and fostering meaningful outcomes for people with disabilities. With a focus on quality, collaboration, and continuous improvement, the organisation ensures that its services remain responsive to the evolving needs of individuals and communities.



Disability Research

Our commitment to helping people with disability goes beyond our day-to-day work. Through the Endeavour Foundation Disability Research Fund, we're investing in the future of quality support. Each year, we award grants to projects that improve the health, wellbeing, and quality of life for people with disability.

Donations from our community pave the way for a better future by funding research that explores key areas of interest within the disability sector. Since 2009, we've awarded more than \$726,000 in grants and changed countless lives. By encouraging innovation and delivering positive outcomes, we're helping Australians with disabilities live their best lives.



Reconciliation Action Plan (RAP)

Endeavour Foundation and its subsidiary, Community Solutions Group (CSG) is committed to standing with Aboriginal and Torres Strait Islander peoples on the journey to reconciliation.

RAP Status

Our REFLECT RAP was the start of our structured approach to making our organisation culturally safe for our employees and the people we support.

We have now progressed into our INNOVATE stage. In this stage, we will prioritise the development of initiatives, programs and partnerships.

Our commitment to reconciliation reflects and embraces our mission and core values.

We intend to build stronger foundations and develop long-term sustainable engagement. We will recognise and respect Aboriginal and Torres Strait Islander people and their communities.

We commit to building on our RAP by working in partnership with Aboriginal and Torres Strait Islander people. With the goal to achieve health equality, and better health and wellbeing for all Australians.



Services We Specialise In

Work Services

We are passionate about providing meaningful employment pathways for people with disability. A job is so much more than a place to work and earn money. It's also a place where you can make friends, learn skills, gain independence and achieve your goals.

Our approach to work is all about making sure the job suits you and not the other way around.

A job with us is one that's safe, supportive and rewarding.

Supported employment

We offer satisfying employment pathways for people with disability in our social enterprises, external partners and mainstream employment.



Services We Specialise In

School services

Engaging, tailored programs for school students designed to help with the transition from school to adult disability services.

Learning and Lifestyle

We have created the Learning and Life Skills School Experience program to give school students the opportunity to experience adult disability programs before they leave school.

Students will experience our Learning and Lifestyle hubs firsthand and take part in a range of programs including Robotics, Virtual Reality Driving and Healthy Choices.

These programs can be tailored to student interests and offer meaningful outcomes in a safe and structured environment.

Supported Employment

For all school leavers, transitioning to work is a big step. Our work experience program is a great way for school students to get job-ready.

In partnership with schools, we will put together a tailored program for students. This means they will experience a range of work tasks, learn new skills, and get work-ready before they leave school.

They will be supported and guided by mentors and supervisors in a safe work environment.



Services We Specialise In

Community Services

At Endeavour Foundation, we are passionate about seeing people we support connect with the people and things that are important. Whether it's through community access, learning programs, help with building relationships or learning healthy habits, we want to make sure people feel connected.

Our community services are all about the people we help. They are in charge of what they want to do, learn and be - we're just there to help them make it happen.



Community Solutions Group

Possibilities unlimited

Community Solutions Group is a part of the Endeavour Foundation family that makes a real difference in people's lives through employment, education, training and specialist disability support. We help families, individuals and communities realise and achieve what's possible.

Working across several states, we pride ourselves on our ability to enrich and enhance the lives of the people we support.

Working together and supporting people to make possibilities a reality

Community Solutions Group is a part of the Endeavour Foundation family and includes Community Solutions and BRACE. Together we make a real difference in people's lives through employment, education and training and specialist disability support to individuals, families and communities.

At a glance →



Community Solutions Group



+210

People securing apprenticeships and traineeships.



+1,200

People take part in education and training programs.



+1,800

People benefited from support coordination and behaviour support services.



7 regions

Operates in 7 regions across Queensland and Victoria.



+80 sites

Delivers services in +80 sites across Queensland and Victoria.

Executive Leadership Team



David Swain – Chief Executive Officer

David has a track record of growing and leading social purpose organisations. He is a strong advocate for creating inclusive communities where each person has a fair opportunity of reaching their potential. With experience gained across health and social services, military and regulatory environments, combined with over a decade of governance and executive leadership roles, David is able to navigate the worlds of public policy, strategic leadership and operations. David is a Director of Guide Dogs Queensland and has served on a number of community organisation boards. He holds qualifications in business, health science and education, is a graduate of the Australia institute of Company Directors and is an alumnus of the Wharton School of the University of Pennsylvania.



Shannon Foley – Executive General Manager-Work

Dip HRM, BEd, MEd

Shannon is a senior human resources leader with a career spanning over two decades. She has worked in Australia and internationally in sectors including healthcare, aged care and community services, aviation, and telecommunications. Shannon is an experienced HR generalist with specialist expertise in employee relations, organisational capability and leadership development, talent and succession management, safety and wellbeing, diversity, and inclusion, change management and culture transformation. In addition to her human resources expertise, she has a background in corporate social responsibility and Environmental Social Governance and is passionate about sustainability. Shannon is also a Director for a not-for-profit organisation which aims to achieve substantial, positive social impact by improving reproductive and sexual health and promoting safe and respectful relationships for Queenslanders. Shannon holds a Diploma in Human Resources Management, Bachelor of Education (Adult Education) and a Master of Education (Adult Education) from the University of Technology Sydney and is currently completing a Bachelor of Laws (Honours) at QUT in Brisbane. As a values-based Leader, Shannon is connected to the mission of Endeavour Foundation through her passion for inclusion and deep commitment to creating psychologically safe workplaces where people can thrive and achieve their goals.

Executive Leadership Team



Tom Mangan - Executive General Manager, Community Solutions Group

BA, GRAD CERT Business, GRAD Securities Institute of Aus, GRAD AICD

Tom has more than 30 years' experience in the employment, recruitment, business and community sectors and is the General Manager of Community Solutions Group (an innovative community service organisation that amalgamated with Endeavour Foundation in October 2014). An active Board member of AEN, NAEN and CoAct (including Governance Committee), Tom is also on the Boards of the entities that form the Community Solutions Group (Acclaim, TORGAS, SkillsPlus, BRACE and Community Solutions). Tom also brings an established network across industry, recruitment and government agencies. Tom has significant leadership experience at state and national levels in a range of senior roles. This includes more than 10 years in employment services and mainstream recruitment and six years as a Recruitment Director at Hudson Global and previous experience in the manufacturing, building products and financial services sectors. Tom has a proven history of implementing and driving successful organisational change.



Leanne Rutherford - Executive General Manager Service Delivery – Home and Community

Leanne has dedicated her career to human services, particularly in support of vulnerable children, young people and families. Over the past 25 years, she has brought about significant change and improvement for both people working in the sector and those experiencing disadvantage. Leanne has extensive management and leadership capability, developed through direct service delivery, senior leadership and industry advisory positions held across both the government and non-government sectors, including Queensland Government (child protection and youth justice), Churches of Christ Queensland (CofCQ), Life Without Barriers and the Community Services Industry Alliance Reform Council. Throughout her career Leanne has been instrumental in developing new approaches to supporting children, young people and families with complex support needs. This includes forming and delivery of a world-first social benefit bond program Youth CONNECT, whole-of-organisation governance frameworks including practise governance and child safe approaches and introducing an individual flexibility agreement in Queensland to allow unique work arrangements and business continuity for essential services during the COVID-19 pandemic.

Executive Leadership Team



Kirrily Boulton – Chief Corporate Relations Officer

Kirrily joined Endeavour Foundation in 2011 to advocate for the profound unmet needs of people living with disability. She works for systemic change that will deliver broad benefits for people facing employment barriers and people living with disability, ensuring the voices of people with lived experience are at the forefront. Kirrily leads values-driven teams who serve our clients and our organisation through advocacy, communication, engagement, marketing and philanthropy. Her experience spans communication, advocacy, issues management, stakeholder relations, public policy and campaigns, with previous roles in media, community services, indigenous affairs, small business, government and politics. Her state government experience covered a diversity of portfolios including major public infrastructure development, health, mining, energy, trade and water. Kirrily holds a BA (Journalism) from QUT and is an alumnus of the inaugural Trawalla Foundation / QUTeX Pathways to Politics for Women Program in Queensland. She has also been a director of not-for-profit organisations working with children at risk and domestic violence prevention training, support for learning disabilities, and legal advice for people living with disability.



Darryn Hammond – Executive General Manager - Legal and Governance (Hons), LLB, G.Dip Corp Gov, MQLS, FGIA, FCIS, GAICD

Darryn brings his experience from more than 20 years of working in the legal, compliance, risk, assurance, and safeguarding arenas in Australia and overseas to Endeavor Foundation. Darryn is a solicitor admitted to the Supreme Court of Queensland and formerly the Supreme Court of England and Wales and has a Bachelor of Laws and Bachelor of Science (Honours); he holds a postgraduate qualification in governance. Darryn is also a chartered company secretary, a Fellow of the Governance Institute, and a graduate of the AICD's directors' program. He was the Executive Director of the RACQ Foundation and has also held a variety of non-executive positions across Australia. His roles have included Chief Risk Officer, General Counsel, Company Secretary, Executive Director, and General Manager. Darryn was the General Manager – Risk and Assurance for Churches of Christ in Queensland prior to joining the Endeavour Foundation. Darryn leads a division committed to providing legal, risk, compliance, assurance and safeguarding that is effective and of a high quality within the complexity of disability services.

Executive Leadership Team



Irma Hajdari – Chief Financial Officer

Irma is passionate about contributing to the sustainability of purpose-driven organisations, creating a positive impact for current and future generations. Irma's dedication to sustainability and leading a life of purpose began when she was in her 20s while serving in refugee camps in her homeland before she migrated to Australia. Having served for a number of years in the roles of Chief Financial Officer, Company Secretary and Chief Strategy Officer for Southern Cross Care Queensland, Irma brings extensive experience to her role as Chief Financial Officer. Irma has also held senior finance roles with global organisations in the medical devices industry and has dedicated many years to organisations delivering social impact programs in the Asia Pacific region. As a lifelong learner, Irma holds qualifications and certificates in Business, Education, Governance, and Strategy. She is a graduate of the Australian Institute of Company Directors and a Certified Public Accountant (CPA), continuously striving to enhance her knowledge and skills to drive positive change.

Key Role Information

Title:	Operations Manager – Home & Community
Division:	Home & Community
Team:	Home & Community
Reports to:	General Manager, Home & Community
Purpose of role:	<p>Our Home services support people living with disability who want to live independently by providing flexible options for living arrangements and tailoring support to meet the individual's and their family/carer's needs.</p> <p>Our Community services support people with disability to develop skills and experience within a community environment by matching support to individuals and providing a range of programs that enable the achievement of personal goals and outcomes.</p> <p>As the Operations Manager, Home & Community your purpose is to provide strategic and operational leadership that is in alignment with Endeavour Foundation's mission, purpose and values and deliver its strategic and operational objectives. Your role is to lead the delivery of programs and provision of support services to people with a disability that is person-centred and focused on high performance, collaboration, care and continuous improvement.</p>

Key Role Information

Key success areas

Safety:

- Model safety leadership by instilling a positive safety culture and commitment to person-centred service delivery.
- Drive integration and adherence to the Quality and Safeguarding Framework and other relevant legislation, policies and procedures.
- Analyse safety trends leading corrective action implementation in collaboration with subject matter experts.
- Monitor the environment ensuring it is free from preventable harm, promoting human rights and practice excellence.
- Lead the identification and reporting of potential hazards, and work-related incidents, injuries and/or illness.
- Model a commitment to Endeavour Foundations 'Recover @ Work' programs and actively support the return to work of team members.

Customer connection:

- Ensure that the people we support are at the heart of everything we do.
- Facilitate enhanced life outcomes for people with disability in a person-centred support framework.
- Advocate for the implementation and ongoing application of Human Rights for people with disability, namely the right to live free from abuse, neglect and exploitation, and the right of choice and control.
- Ensure consistency of service delivery experience by encouraging continuous improvement, and adherence to practice guidelines and organisational policy and procedure.
- Drive clinical governance, interface with mainstream primary health services and manage escalation of deterioration to ensure the people we support receive safe and high-quality care.
- Monitor and analyse client satisfaction levels through consultation and audits.
- Collaborate with peers and leaders across the organisation to deliver the best outcomes for the people we support.

Key Role Information

Key success areas

Customer connection continued:

- Promote Endeavour Foundation services through being a positive brand ambassador.
- Develop and maintain strategic community relationships and partnerships.
- Support direct reports in the resolution of escalations and concerns from families/carers/advocates for the people we support.

Our people:

- Drive a performance-based culture focusing on engagement to achieve results.
- Deliver strategy through building a capable, relevant, high performing and compliant workforce, ensuring employees are given maximum opportunities to enhance their skills.
- Ensure appropriate governance in decision making aligning with organisational policies and procedures.
- Provide clear direction to staff aligning with organisational strategy, goals and values in delivering outcomes to set targets and objectives.
- Foster a supportive and respectful community-centric environment across the portfolio of sites incorporating the interests of families, guardians and other key customer representatives.
- Create a well-balanced team culture, embracing diversity and respecting the need to deliver high-quality, commercially viable human services.

Operational Excellence:

- Develop and lead a culture of person-centred practice that puts the people we support at the heart of the decision making in a human service setting which includes the contribution of families, carers, guardians, and other key individuals in a person's life.
- Promote Endeavour Foundation as an employer of choice, profiling the available suite of services available to people with disability.
- Build the portfolio as a centre of excellence in the provision of disability accommodation and community support services.

Key Role Information

Key success areas

Operational Excellence (continued):

- Establish professional and collaborative relationships across the business to promote productive partnerships.
- Ensure efficiency and effectiveness in workforce planning and establish a structured design aligning with target ratio of Customer to Support Worker.
- Collaborate with relevant supporting business units such as Safeguarding and People Experience to consult on complex cases and pursue continual improvement.
- Drive effective client engagement strategies via focus groups, improved area committee liaison, and data interpretation.
- Support cross-portfolio client management communication and processes to enhance the experience and service coordination for the people we support.
- Support internal and external reporting requirements to ensure obligations are met, implementing recommendations as required.
- Encourage innovative and integrated approaches to improving the quality of service and efficiency of work processes.
- Optimise the asset base by utilisation of available supported accommodation and vacancy management.
- Encourage innovative and integrated approaches to improving the quality of service and streamlining work processes.
- Lead transition management ensuring that business as usual is maintained and changes are effectively integrated.
- Develop community partnerships and relationships to represent the organisation with external groups including community, government, peer organisations and corporate organisations.

Financial Sustainability:

- Optimise the asset base by utilisation of available supported accommodation and vacancy management.
- Encourage innovative and integrated approaches to improving the quality of service and streamlining work processes.
- Lead transition management ensuring that business as usual is maintained and changes are effectively integrated.
- Develop community partnerships and relationships to represent the organisation with external groups including community, government, peer organisations and corporate organisations..

Key Role Information

Key success areas

Financial sustainability continued:

- Monitor and access growth opportunities that are financially viable and will prove beneficial to the organisation and the people we support.
- Lead and co-ordinate business activities to improve operational performance and outcomes.
- Support ongoing growth across the Home services portfolio and maximise cross-functional customer growth opportunities across other portfolios.
- Ensure operational expenses are maintained to sustain positive margin outcomes.

What you need to succeed

Capabilities

- Demonstrated knowledge and understanding of the National Standards Disability Services and Quality & Safeguarding Framework or the ability to develop.
- Demonstrated understanding of disability services provision and NDIS or the ability to develop.
- Ability to recognise, respect and uphold the privacy, dignity and confidentiality of individuals in all aspects of their lives and in accordance with legislation.
- Ability to manage the operation and delivery of services aligned with organisational strategies, policies and procedures.
- Ability to oversee operations that deliver high-quality and safe outcomes for the people we support in a commercially viable manner.
- Ability to display consistent and sound judgement in decision-making across complex operational issues.
- Ability to respond positively and adapt to a rapidly changing environment.
- Ability to manage conflict whilst remaining calm and alert.

Key Role Information

What you need to succeed

Capabilities continued:

- Flexibility to travel regularly for short periods of time.
- Ability to coach and guide a team, and key stakeholders, through significant change.
- Proven ability to coordinate projects and delegate activities to meet outcomes within required timeframes.

Skills & Qualifications:

- Bachelor degree in Human Services or equivalent.
- Exceptional interpersonal and communication skills, including the proven capacity to build and maintain positive professional relationships and partnerships and deal with issues of a sensitive nature.
- Exceptional organisational and management skills relevant to leading multiple sites in a human services environment.
- Proven operational performance management skills in alignment with divisional performance targets and KPIs.
- Demonstrated problem solving skills, to successfully identify problems, develop solutions and implement these using a logical and systematic approach.
- Highly developed analytical skills with particular emphasis on complex issues.
- Demonstrated networking and negotiation skills relevant to achieving successful outcomes for the business.
- Proven record of financial management skills including general finance and budgeting, profit and loss, balance sheet and cash-flow management.
- Possession of a current driver's licence reliable motor vehicle and comprehensive insurance.
- Proficiency in using current MS Office Suite (i.e. Word, Excel, PowerPoint, Outlook), Employee Self Service programs, and communication technologies.

Key Role Information

What you need to succeed

Experience:

- Community services senior leadership experience, with a focus on financial viability, quality management frameworks, safety leadership and service delivery excellence.
- Minimum of 5 years leading a successful team.
- Experience managing complex multi-portfolio operations within a related field.
- Experience within the Disability or Community Services Sector.
- Experience in effectively mitigating and managing tactical and operational risk, ideally within a related industry.



Get In Contact



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