

26 September 2024

Candidate briefing

SWITCHBOARD VICTORIA

Chief Executive Officer



ROLE TITLE

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| Title | Chief Executive Officer |
| Reports to | The Board |
| Location | Victorian Pride Centre, 79-81 Fitzroy Street, St Kilda, VIC, 3182 |

BACKGROUND

Switchboard Victoria (Switchboard) is a community-controlled not for profit organisation that provides peer-based, volunteer driven support services for Lesbian, Gay, Bisexual, Trans and gender diverse, Intersex, Queer, Asexual and more (LGBTIQA+) people and their friends, families and allies.

Switchboard are a registered family violence service and are committed to delivering high quality services and programs to the LGBTIQA+ community. Switchboard are also delivering the Rainbow Door project, a direct outcome of the Royal Commission.

Due to the appointment of Joe Ball, the highly-regarded former Chief Executive Officer (CEO) as the Commissioner for LGBTIQA+ Victorians, the Board are now seeking the ideal CEO to partner with them to lead Switchboard into the next phase.

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| <p>Our Purpose</p> <p>We serve lesbian, gay, bisexual, transgender and gender diverse, intersex, queer and asexual (LGBTIQA+) people, their families, allies and communities.</p> | <p>Our Vision</p> <p>To provide peer driven support services for lesbian, gay, bisexual, transgender and gender diverse, intersex, queer and asexual (LGBTIQA+) people, their families, allies and communities.</p> |
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Switchboard's values and principles

> Informed:

We listen, we reflect, and we are well informed.

> Active:

We contribute to our communities and the world around us (we lean in and reach out).

> Accountable:

We keep our promises to our members, to our LGBTIQA+ communities, to funders and to ourselves.

> Connected:

We connect, engage and mobilise communities, stakeholders and partners (we mobilise people power to empower our communities).

> Responsive:

We respond to the diversity of community need.

> Respectful:

We are empathetic and meet people where they're at.

For general information see [Switchboard Victoria](#) and for annual and financial reporting, go to <https://www.switchboard.org.au/annual-report>

THE BOARD OF DIRECTORS

Switchboard are governed by an elected Board, see <https://www.switchboard.org.au/our-people>

Chair of the Board:

- Amelia Arnold

Board Members:

- Elle Slade
- Ivy Keane
- Sean Badley
- Morgan Podesta
- Tina Dixson
- Mitchell
- Jenna Tuke.

POSITION DESCRIPTION

Please see the included Position Description for more information, including terms and remuneration.

HOW TO APPLY

Switchboard Victoria is partnering with SHK Asia Pacific on this search. Applications are to be submitted online by visiting <https://www.shk.com.au/jobs> (preferred). Submit your CV (in **Microsoft Word format**, no more than five pages) and a concise cover letter (one page or an email), broadly addressing your proposition for the role. The indicative final closing date is 6 October 2024.

If you have **already applied to Switchboard** recently via another means, you do not need to reapply here. You are not required to separately address the Key Selection Criteria. Your CV (résumé) should demonstrate achievements commensurate with the position description. All documents are to be attached in Microsoft Word format.

For more information after reviewing the position description and submitting your CV, please contact Penny Wilson, Senior Partner, SHK, via email (preferred) penny.wilson@shk.com.au (quote the role in the subject line) or call +61 434 589 284, noting that call backs may be out-of-hours in the evening and may take several days. An SMS message is welcome. Alternatively, please contact Beatrice Hart, Associate (noting part-time hours), SHK on +61 417 947 028 or via email at beatrice.hart@shk.com.au.

Please note, there is a concurrent search and selection processes may take some time and may include multiple review stages, panel interviews and meetings. These may be conducted over the next months. Candidates may be contacted by email or phone, including voicemail message.

Referees will only be requested and contact at the time they are required, after initial stages of this process are completed. Probity checks must be completed in full before you can be considered for appointment. There are specific probity requirements for this role, and you may be asked for particular information outside standard details, if this is relevant. Being considered for appointment will remain confidential but will be shared with the Board as part of this process. If you require other assistance to apply, please ask us, we are keen to ensure you have access (noting we cannot give material content advice to individual candidates).



Position Description

Chief Executive Officer

About Switchboard Victoria

Switchboard Victoria (Switchboard) is a community-controlled not for profit organisation that provides peer-based, volunteer driven support services for Lesbian, Gay, Bisexual, Trans and gender diverse, Intersex, Queer, Asexual and more (LGBTIQ+) people and their friends, families and allies. We are a registered family violence service and are committed to delivering high quality services and programs to the LGBTIQ+ community.

Our current activities include:

- **Phone and web counselling and referral** – Switchboard is the Victorian partner in the national QLife service. QLife provides anonymous and free LGBTIQ+ peer support and referral for people in Australia wanting to talk about sexuality, identity, gender, bodies, feelings, or relationships. This service is for LGBTIQ+ people and those with questions about LGBTIQ+ issues including families, friends, teachers and co-workers of LGBTIQ+ people.
- **Community connections for older LGBTI+ people** – Switchboard’s Pride in Ageing program aims to tackle ageism and strengthen social inclusion and community connection for older lesbian, gay, bisexual, trans/gender diverse and intersex (LGBTI+) Victorians. The Out & About peer visiting program creates friendship and connection between LGBTI+ seniors living anywhere in Victoria and through regular volunteer visits.
- **Rainbow Door** – Rainbow Door is a free specialist LGBTIQ+ helpline providing information, support, and referral to all LGBTIQ+ Victorians, their friends and family. Rainbow Door supports people of all ages and identities with issues that may include suicidal thoughts, family, intimate partner and gender-based violence (including elder abuse), alcohol and other drugs, relationship issues, sexual assault, social isolation, mental health, and wellbeing.
- **Suicide prevention** – Switchboard’s Suicide Prevention program puts responding to the challenges of suicide at the core of Switchboard’s work. We work nationally to provide suicide prevention, intervention and postvention programs, with an emphasis on building community resilience through peer-led and lived experience activities. Switchboard is also active in research and the development of suicide prevention resources and programs for LGBTIQ+ communities.
- **QTIBPoC Programs** – In consultation with key QTIBPoC stakeholders, Switchboard’s Queer, Trans, Intersex and Bla(c)k and/or People of Colour (QTIBPoC) program aims to build greater equity for LGBTIQ+ people who are Bla(c)k, People of Colour and/or people of faith through storytelling and workshops driven by lived experience. It provides a space to co-create, co-exist, and envision cultural shifts for and by Bla(c)k and/or People of Colour and people of faith. In addition, the QTIBPoC program builds Switchboard’s internal capacity to meet QTIBPoC community needs across all of Switchboard’s services and areas of work.

Position details

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| Title | Chief Executive Officer |
| Organisation | Switchboard Victoria (Inc) |
| Employment type | Full time (37.5 hours a week or as required) Some weeknight and weekend work will be required, to accommodate stakeholder events and meetings with the Board. This work is included within the total remuneration rate below. |
| Classification & remuneration | Remuneration: \$180,000 plus superannuation Award: The position is indexed under the Social, Community, Home Care and Disability Services Award 2010 at Level 8, with remuneration above the minimum award rate. The gross annual salary is \$180,000, plus superannuation and leave loading. Salary packaging benefits available (\$15,899 plus meals and novated lease), alongside EAP, supervision and ongoing professional development. Remuneration subject to negotiation based on the candidate's level of experience and expertise. |
| Location | Victorian Pride Centre, 79-81 Fitzroy Street, St Kilda, Melbourne, Victoria, 3182 Applicants must reside in Melbourne or greater Victoria and willing to commute to Melbourne on work days, or be willing to relocate to Melbourne or Victoria on appointment. |
| Reports to | Switchboard's Board of Directors |
| Direct reports | Five direct reports, including: <ul style="list-style-type: none"> • Director of Services • Director of Finance and Operations • Senior Policy Lead • Racial Equity and Inclusion Manager • Executive Assistant & IT Coordinator |

Position overview

The Chief Executive Officer (CEO) of Switchboard Victoria is responsible for providing visionary leadership and strategic direction to the staff and volunteers of the organisation in collaboration with Switchboard's Board of Directors. The CEO ensures the organisation's long-term financial viability and operational excellence by developing, implementing and reporting on Switchboard's Strategic Plan. The role is crucial in leading the implementation of initiatives outlined in Switchboard's Anti-Racism Organisational Change Plan and embedding a culture of anti-racism in the organisation.

The CEO's responsibilities include fostering strategic partnerships, enhancing the organisation's public profile, and actively engaging in public policy development and advocacy, positioning Switchboard as a leading service provider and advocate for the LGBTIQ+ community. This includes building and sustaining external relationships and partnerships, particularly with government and funders, to secure stable and diverse revenue streams to support service delivery. This involves identifying and pursuing new opportunities for income generation to support the growth and sustainability of Switchboard's programs and services. The CEO is tasked with maintaining the organisation's financial resilience and capacity to deliver high-quality, inclusive services to the LGBTIQ+ community. This involves implementing robust policies and procedures to support



effective governance, transparency and accountability, as well as identifying and pursuing new opportunities for income generation to support the growth and sustainability of Switchboard's services.

Operationally, the CEO plays a pivotal role in shaping and overseeing internal processes to ensure that all activities are aligned with Switchboard's strategic objectives. This involves developing annual business plans and budgets, managing projects and staff, and ensuring rigorous financial oversight. The CEO is also responsible for cultivating a positive organisational culture, promoting effective employee relations, recruiting senior leaders and ensuring staff and volunteer satisfaction and wellbeing.

In leading Switchboard, the CEO must embody and promote the organisation's commitment to peer-based, volunteer-driven support services. The CEO should have a deep understanding of the political, social, historical, and cultural contexts affecting LGBTIQ+ communities in Australia. This knowledge is essential for guiding Switchboard's inclusive and intersectional approach to service delivery, ensuring that all programs and initiatives meet the diverse needs of LGBTIQ+ individuals, including considerations of class, race, gender, religion, culture, and ability.

The CEO reports directly to Switchboard's Board of Directors, as detailed in the organisational structure and reporting relationships found in the appendix on page 8.

About the successful candidate

The successful candidate for the role of Chief Executive Officer (CEO) at Switchboard Victoria will be a dynamic and visionary leader with a strong commitment to the values, purpose and ethos of the organisation. They will possess a deep understanding of the challenges and opportunities facing LGBTIQ+ communities and demonstrate a proven track record in advocating for and delivering inclusive services to LGBTIQ+ communities. The successful candidate will be adept at navigating the complex political, social, and cultural landscapes that impact LGBTIQ+ communities in Australia, bringing a nuanced and intersectional perspective to their leadership.

The successful candidate will have exceptional strategic and operational leadership skills. The successful candidate will be a skilled communicator, able to engage and inspire a wide range of stakeholders, including staff, volunteers, government bodies, community partners, and funders. They will excel in building and maintaining strong relationships, leveraging these connections to enhance Switchboard's public profile and secure sustainable funding streams. Extensive experience in developing and executing strategic plans, managing organisational change and risk, and fostering a positive organisational culture will be critical to the role.

The ideal candidate will embody the values of peer-based, volunteer-driven support services that are central to Switchboard's ethos. They will be a compassionate and inclusive leader, dedicated to fostering an environment where all staff and volunteers feel valued and supported. The CEO will promote a culture of continuous learning and improvement, encouraging professional development and support for the wellbeing of Switchboard's staff and volunteers. Their leadership will be characterised by transparency, accountability, and a genuine commitment to the empowerment and wellbeing of LGBTIQ+ communities.



Financial acumen is another critical quality for the successful candidate. They will have a strong background in financial management, including budget planning, resource allocation, financial reporting and financial oversight. The CEO will be responsible for ensuring the financial health and sustainability of Switchboard, identifying and pursuing new opportunities for income generation, and identifying and managing risks effectively. This includes maintaining a diverse funding base and exploring innovative funding mechanisms to support the organisation's growth and resilience.

Key responsibilities

The key responsibilities of the role include:

Strategic Leadership and Organisational Direction

- **Provide Visionary Leadership:** Lead Switchboard Victoria with a clear strategic direction and vision, in collaboration with the Board of Directors and Executive Team, ensuring alignment with the organisation's purpose, long-term objectives, and current strategic plan.
- **Strategy Development and Implementation:** Work closely with the Board of Directors and Executive Team to develop, implement, and regularly review the delivery of the 2024-2028 Strategic Plan, ensuring it addresses emerging trends and needs within LGBTIQ+ communities. The CEO will ensure that Switchboard Victoria has adequate human and financial resources to implement the Strategic Plan.
- **Anti-Racism:** Deliver on the commitments and Action Plan outlined within Switchboard's Anti-Racism Organisational Change Plan and empower and support QTIBPoC staff, volunteers and partner organisations.
- **Operational Efficiency:** Oversee all operational activities, ensuring they are aligned with the strategic plan and conducted efficiently to maximise resource utilisation and service delivery, while also having the capacity to monitor and manage staff workload with high service demands.

Board Accountability, Governance and Risk Management

- **Board Reporting:** Provide regular and comprehensive reports to the Board of Directors on organisational performance, strategic initiatives, and financial status. Meet regularly with the Board Chair between Board meetings, and attend Board, and Board Committee meetings as required.
- **Governance and Compliance:** Ensure adherence and compliance with all legal, regulatory, clinical and ethical standards, including those specific to not-for-profit entities and as required by funding agreements. Support the Board of Directors in governance-related activities and decision-making.
- **Risk Identification and Mitigation:** Identify, assess, manage and report on potential and actual risks to the organisation, including financial, operational, and reputational risks. Implement effective strategies to mitigate these risks and ensure organisational resilience.

Advocacy, Reputation, and Political Navigation

- **Advocacy and Public Policy:** Act as the primary spokesperson for Switchboard, advocating for the rights and needs of LGBTIQ+ communities. Engage in public policy development and represent the organisation in public forums, media, and political settings.
- **Reputation Management:** Maintain and enhance Switchboard's reputation as a trusted leader and advocate for LGBTIQ+ issues, ensuring the organisation's voice is influential and respected.

High-Level Stakeholder Relationship Management and Partnerships



- **Stakeholder Engagement:** Build and maintain strong relationships with key stakeholders, including government ministers, officials and public servants, health and community organisations, funders, service users and other partners. Leverage these relationships to advance the organisation's goals.
- **Strategic Partnerships:** Develop and formalise partnerships and joint initiatives, focusing on high-priority issues. Collaborate with community-based organisations, health services, and other stakeholders to enhance service delivery.

Growth, Funding, and Financial Sustainability

- **Financial Stewardship:** Oversee the financial health of the organisation, including budget preparation, financial forecasting, and prudent management of resources. Ensure compliance with all financial regulations and standards.
- **Diversification of Funding Sources:** Identify and secure diverse funding streams, including grants, donations, and partnerships, to support and expand the organisation's work.
- **Financial sustainability Initiatives:** Develop and implement strategies to ensure the long-term financial sustainability of Switchboard, including exploring new business opportunities and innovative funding opportunities.

Workforce and Organisational Culture

- **Fostering a Positive Culture:** Lead efforts to create and sustain a positive, inclusive, and innovative organisational culture that reflects the values of Switchboard. Promote a supportive environment for staff and volunteers, encouraging professional development and wellbeing. Foster a supportive, inclusive, and high-performance environment.
- **Workplace Health, Safety, and Wellbeing:** Champion workplace health and safety initiatives, ensuring a safe, supportive and collaborative environment for all employees. Prioritise the physical and mental well-being of the workforce, implementing policies and practices that promote a healthy and secure workplace.
- **Executive Recruitment and Oversight:** Lead the recruitment process for senior leadership positions and oversee all recruitment activities in collaboration with the Executive Team, ensuring the acquisition of top talent aligned with Switchboard's purpose, values and commitments to anti-racism outlined within Switchboard's Anti-Racism Organisational Change Plan.

Key performance indicators

Upon the acceptance of the position description and contract letter of offer, specific and measurable key performance indicators (KPIs) and targets will be established and agreed upon between the Board and the CEO. These KPIs will be reviewed periodically and will form the basis for the annual evaluation of the CEO's performance. The evaluation will be conducted by the Board in consultation with the CEO.

The KPIs may encompass the following areas:

- **Strategic and organisational change plans:** Deliver on the commitments and outcomes of Switchboard's Strategic Plan, and actions outlined in Switchboard's Anti-Racism Organisational Change Plan.
- **Program Evaluation and impact:** Demonstrating the effectiveness of Switchboard's programs and initiatives by achieving measurable outcomes that align with the organisation's purpose.



- **Sustainability:** Ensuring the long-term sustainability of the organisation by securing and maintaining diverse funding sources, managing expenses effectively, implementing robust program governance and ensuring financial sustainability.
- **Organisational Identity and Profile Development:** Growing or consolidating Switchboard's organisational identity, profile, and reach within the community and among key stakeholders, enhancing the organisation's visibility and influence.
- **Strategic partnerships:** Building and maintaining strong, positive partnerships and relationships with key stakeholders, including government entities, community partners, funders, and the broader LGBTIQ+ community.
- **Operational efficiency:** Ensuring that the organisation's operations are managed smoothly and efficiently, with transparent systems and processes in place to support effective service delivery.
- **Risk management:** Proactively managing organisational and reputational risks, implementing strategies to mitigate potential issues, and ensuring the organisation's stability and credibility.

Selection criteria

Essential

1. Identify as a member of the LGBTIQ+ community [Switchboard Victoria has an exemption under Equal Employment].
2. In-depth knowledge of the health and wellbeing needs of LGBTIQ+ communities, including relevant social, cultural, and political contexts.
3. Commitment to intersectional and anti-oppressive leadership, including a demonstrated commitment to anti-racism.
4. Proven senior executive leadership experience in community- or service-based organisations, including health and human services, community health, welfare, or similar sectors.
5. Demonstrated experience in development, implementation, and review of an organisational strategic plan, aligned with organisational vision, purpose and goals.
6. Demonstrated experience in working with and reporting to a Board of Directors or equivalent, providing strategic counsel, proactively managing organisational and reputational risks and ensuring effective governance.
7. Demonstrated experience in political advocacy and public policy, including engaging with government ministers or similar.
8. Demonstrated experience representing an organisation in public forums, media, and political settings to enhance the organisation's visibility and influence.
9. Demonstrated experience in representing an organisation's identity, values and profile within the community and public arena, including experience with public speaking, stakeholder engagement and partnership and relationship development with government bodies, funding agencies, and other sector stakeholders.
10. Demonstrated experience in identifying, securing and maintaining diverse funding streams, including grants, donations, and partnerships, and implementing strategies for long-term financial sustainability, including identifying new business opportunities and innovative funding opportunities.
11. Demonstrated ability to shape and lead a positive organisational culture at the executive level, including strategic management and development of both paid staff and volunteers, recruitment of senior leaders, fostering a supportive, inclusive, and high-performance environment.
12. Strong skills in financial management, including budget preparation, financial forecasting, and prudent resource management to maximise service delivery and efficiency.
13. High-level interpersonal and communication skills, capable of engaging a wide range of individuals and organisations, and inspiring and motivating others.

Desirable

14. Tertiary qualification in health, public health, social work, community development, or related area.
15. Demonstrated governance experience in a community-based or not-for-profit organisation, such as serving on a Board of Directors or equivalent.



To find out more and apply

Please make yourself familiar with Switchboard's purpose and programs by visiting our website at www.switchboard.org.au.

Please carefully review the selection criteria for this position, and address both essential and desirable criteria in your application. *Applications that do not address the Selection Criteria will not be considered.*

Research shows that individuals who have experienced systemic or structural marginalisation often don't apply for roles if they don't meet all of the key selection criteria, unlike candidates who have faced significantly fewer experiences of marginalisation. We encourage you to apply if you feel you could be a fit for the role, or make contact with the Chair or Board of Directors to discuss the matter ahead of submitting your application.

Contact

For information, please contact Amelia Arnold, Chair Board of Directors.

Email: chair@switchboard.org.au

Equal Opportunity Statement

Switchboard Victoria is committed to supporting diversity and inclusion in our workforce and will consider all qualified applicants, regardless of sex, gender, gender identity or expression, age, disability or national origin.

Switchboard especially welcomes and encourages applications from people who are Aboriginal and/or Torres Strait Islander; trans, gender diverse or intersex; disabled; carers; live with HIV, are culturally and/or linguistically diverse, People of Colour and/or People of Faith; or identify with having lived experiences of suicide and mental ill-health.

Switchboard Victoria has an exception to the Equal Opportunity Act 2010. This exemption stipulates that staff and volunteers must identify as a member of the LGBTIQ+ community to work or volunteer with Switchboard Victoria.

Acknowledgement of Country

Switchboard Victoria is based on the lands of the Kulin nations, always and forever the home of the Wurundjeri, Boonwurrung, Wathaurong, Taungurong and Djadjawurung peoples. We acknowledge that our work takes place on lands that are under colonial occupation and that Kulin Nation sovereignty was never ceded. We hope to pay our respects to Kulin Nation elders, past and present and wish to extend this respect to any and all Aboriginal and Torres Strait Islander People.



Appendix: Organisational Chart August 2024

