

Position Description

Position	Employment Services Area (ESA) Manager	Reports to	TBC	Position number	TBC
Level	People Manager	Team	Employment Services	Location	Employment Service Area (ESA)

Our Organisation

CVGT Employment is a not-for-profit, for-purpose organisation that has been connecting people to meaningful work since 1983.

Originally established as the Central Victoria Group Apprenticeship Scheme in response to youth unemployment in the Bendigo region, CVGT has grown into a trusted provider of employment services across more than 100 locations in Victoria, New South Wales, and Tasmania.

Our goal is to create inclusive employment solutions that benefit individuals, businesses, and communities. We are deeply committed to diversity, equity and inclusion in the workplace and ensuring that our services are accessible and respectful to all.

CVGT Employment acknowledges the Traditional Custodians of the lands on which we operate and pays respect to Elders past and present and emerging.

Role overview

As an ESA Manager within the Inclusive Employment Australia (IEA) program, you will provide strategic, values-driven leadership to ensure consistent, high-quality, person-centred service delivery across your Employment Service Area (ESA). You will lead, support, and develop a capable and accountable workforce, including Team Leaders (where applicable) and frontline staff, while remaining actively involved in service delivery. This role combines strategic oversight with operational involvement, ensuring program consistency, compliance, and responsiveness to the diverse needs of participants - including those with disability, injury, or health conditions, supporting their journey toward meaningful and sustainable employment. You will foster strong internal collaboration and external partnerships to drive outcomes and promote inclusive employment pathways.

Travel throughout the ESA is required to maintain visibility, support staff, and strengthen stakeholder relationships.

Key Result Areas (KRA)

The following KRAs capture the primary area of focus for the role and will form part of the Performance Development Review (PDR) process.

KRA	Accountabilities / Outcomes
<p>1. Drive the development of a skilled, resilient, and values-aligned workforce across the ESA through strategic leadership, people development, and operational oversight.</p>	<ul style="list-style-type: none"> • Provide strategic leadership across the ESA to build a high-performing, values-aligned workforce that delivers consistent, person-centred services in line with CVGT's service delivery model and IEA program objectives. • Supervise and support Team Leaders (where applicable) and frontline staff, ensuring clarity of roles, alignment with performance expectations, and a culture of accountability and collaboration. • Deliver structured coaching, mentoring, and professional development to build individual and team capabilities, confidence, and resilience in a dynamic and performance-driven environment. • Lead workforce planning, recruitment, onboarding, and capability development to ensure the ESA is resourced and skilled to meet current and future service demands. • Facilitate monthly team-wide meetings and individual one on one engagement to promote a positive, inclusive, and high-performing workplace culture. • Provide timely and constructive feedback supporting Team Leaders and employees to meet individual and team Key Results Area (KRAs). • Proactively manage underperformance and non-conformance using fair, strengths-based approaches that support improvement and uphold service standards. • Promote collaboration across the ESA team, encouraging shared ownership of outcomes and cross-functional support to achieve program targets. • Champion innovation and best practice across the ESA, encouraging employees to contribute ideas and solutions that enhance service quality and participant outcomes. • Provide regional oversight and guidance to maintain leadership continuity, drive operational effectiveness, and ensure alignment with broader organisational strategies and priorities.

<p>2. Ensure consistent, high-quality program delivery across all ESA sites by aligning operations with contractual requirements, performance indicators, and organisational standards.</p>	<ul style="list-style-type: none"> • Manage program delivery across sites within the ESA, ensuring alignment with contractual requirements and achievement of performance indicators. • Monitor and allocate caseloads to ensure balanced workloads and appropriate ratios, using a strengths-based approach to align participant needs with team member expertise, supporting effective service delivery. • Support the team to meet program guidelines, removing barriers to performance. • Manage a personal caseload when required, modelling best practice and maintaining service quality. • Maintain oversight of participant exits to ensure smooth transitions and appropriate follow-up. • Monitor site and ESA level claims to ensure accuracy, timeliness, and alignment with program expectations. • Develop and maintain strong relationships with key stakeholders, local networks, and community service organisations to support program outcomes. • Facilitate employer and participant workshops to increase engagement and placement opportunities. • Build brand awareness and promote CVGT's services within the ESA through community engagement and strategic initiatives.
<p>3. Drive the achievement of program and organisational compliance across the ESA by applying strong operational oversight, data-informed decision-making, and a commitment to continuous improvement.</p>	<ul style="list-style-type: none"> • Take full accountability for the ESA team's achievement for both organisational and program metrics, ensuring 100% compliance with performance metrics and expectations. • Leverage reports and performance data to track individual and team outcomes against program and organisational metrics, identifying trends and areas for improvement. • Monitor and manage allocated budgets and financial targets, reporting on variances and implementing corrective actions where necessary. • Perform regular analysis and audits to ensure adherence to program guidelines, organisational policies, and contractual obligations. • Maintain accurate and timely case files using dedicated case management software, including documentation of interactions, case notes, goal plans, and appointments. • Follow up on customer complaints and feedback, ensuring resolution and continuous improvement.
<p>4. Promote and maintain safety, quality and</p>	<ul style="list-style-type: none"> • Maintain a safe working environment for self and staff and ensure relevant WHS requirements are met and regularly communicated to all staff.

compliance standards.	<ul style="list-style-type: none"> Ensure risks are identified and controlled in a timely manner, including the reporting of all hazards, near misses and incidents using the appropriate organisational systems. Participate in both internal and external audit and assurance activities Apply and promote company policies, procedures and values in all work practices including WHS, privacy and confidentiality Complete all mandatory training in accordance with its designated due dates Communicate to staff in a timely manner any updated guidelines and contractual matters relevant to program delivery Identify opportunities for continuous improvement and implement strategies to enhance service delivery.
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Stakeholders

- Supervise**
- Team Leaders (where applicable, depending on ESA structure)
 - ESA Team Members (either directly or via Team Leaders)

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- Internal stakeholders**
- All CVGT staff
 - External stakeholders
 - Participants and Employers
 - Local Business Networks
 - Community support services
 - Registered Training Organisations
 - Non-vocational Providers

- National Disability Recruitment Coordinator
- NDIS Local Area Coordinators
- Government Agencies, including Local Jobs Program – Job Coordinator
- National Panel of Assessors
- Program and compliance Auditors
- Contractors and suppliers

Key selection criteria

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

1. Qualifications, skills and experience

- Qualification in Community Services, Employment Services, or related field and/or lived experience in overcoming disadvantage and navigating service systems to achieve education and or employment desirable.
- Proven experience in leading multi-site teams within employment services, community services, business services or a related sector, with a strong track record of achieving results in a dynamic, metric driven environment.
- Demonstrates inclusive leadership, fostering a respectful, inclusive, diverse, and values-aligned workplace culture.
- Skilled in coaching, mentoring, and conflict resolution, with a person-centric and strengths-based approach to team development and performance management.
- Demonstrated capability in operational oversight and strategic workforce planning.
- Adapts confidently to change, demonstrating resilience and flexibility in dynamic and evolving environments.
- Strong understanding of compliance, contractual obligations, and quality standards within complex environments that support diverse stakeholder needs.
- High-level proficiency in using Microsoft Office, CRM systems, and data reporting tools to inform decision-making and monitor performance.
- Full working rights in Australia with no employment restrictions.
- Holds a valid Driver's Licence, National Police Check, and Working with Children or Vulnerable Persons Check, as required for ongoing employment.

2. Our CVGT capabilities

CVGT team members are required to demonstrate the following capabilities dependent on the level of the role – refer to Appendix 1.



Inspire direction & purpose



Build & develop a talented team



Act with accountability



Be my best



Communicate effectively



Deliver service quality



Embrace change



Embrace digital technology

3. Our CVGT values

CVGT team members are required to demonstrate each of our values every day to achieve the great outcomes we collectively make.



Better together



Community matters



Doing the right thing



Finding a way



Genuine care

To understand what's on offer when you become part of the CVGT team please visit [Work with us - CVGT Employment](#)

This position description is intended to describe the general nature and level of work that is to be performed in the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. CVGT reserves the right to modify as required. Employees will be consulted when this occurs.

CVGT recognises the increased importance of workplace flexibility and will reasonably consider requests for flexibility to balancing work, life and family needs.

Appendix 1

CVGT Capabilities

Our aim is to achieve great outcomes for our customers, stakeholders, and each other by demonstrating specific skills and behaviours every day when we work.

These skills and behaviours are our CVGT capabilities, and like our values, we expect everyone to demonstrate these across the whole organisation.

For People Manager



Inspire direction & purpose

- I am committed to understanding the strategic direction of CVGT Employment, how it aligns to my team and cascading this information effectively.
- I ensure that team members understand from a practical perspective how their roles align with business objectives and CVGT Employment's performance.
- I collaborate with the team to organise work priorities that deliver on broader organisational outcomes, whilst explaining the link back to roles and responsibilities.
- I ensure team members understand CVGT Employment's policies, program offering and strategic plan to create a stronger awareness around organisational direction.
- I recognise and acknowledge team member's performance and their effort and respond to align with their recognition preferences.



Build & develop a talented team

- I am committed to attracting and recruiting suitable candidates with diverse backgrounds, skills, experiences, and perspectives.
- I identify the potential for bias when recruiting and coach others through the decision-making process to ensure suitable candidates are always considered equitably and based on merit.
- I provide team members with guidance, support, development opportunities and feedback that seeks to drive high performance and job satisfaction.
- I demonstrate courage to address workplace behaviours that conflict with our values and direction.

- I implement development plans with team members as part of the PDR (Performance and Development Review) process to address skill and knowledge gaps and enhance their capabilities for current and future roles with ongoing support.
- I consider feedback on my own management style and reflect on potential improvement areas.



Act with Accountability

- I ensure that my own actions and those of my team are focused on achieving CVGT Employment's outcomes.
 - I understand and act within the CVGT Employment Delegations of Authority Framework
 - I conduct regular performance reviews with my team and hold timely discussions to provide feedback on performance and individual's accountability in their role.
 - I demonstrate a willingness to make tough decisions when all other efforts fail and take initiative to deal effectively with challenges as they present.
- I implement reporting mechanisms to oversee the work of the team to ensure outcomes are being achieved in line with contractual arrangements, KPIs and or business objectives



Be my Best

- I actively seek, reflect, and act on feedback of my own performance and encourage my team to do the same.
 - I demonstrate managerial courage in tackling challenging conversations and situations and look to find opportunities to learn from these experiences.
 - I act as a professional role model, set high personal goals, and take pride in achieving these outcomes.
 - I take initiative, act in a positive and decisive way so that I can support my team to achieve business outcomes.
- I have a strong self-awareness of my leadership strengths and derailers and critically reflect on my own performance, practice, and impact as a CVGT Employment manager



Communicate effectively

- I create opportunities for team members to be heard; listen attentively and encourage individuals to share their thoughts so I can better understand situations.
- I promote the use of inclusive language and assist my team to adjust their communications approaches when required.
- I use a range of communication approaches to share information, engage and interact with my team and other key stakeholders.
- I prepare, write, and present material that is well structured and easy to understand (reports, business case etc).

I can present with credibility to engage diverse audiences.



Deliver service quality

- I demonstrate and role model exceptional delivery of service quality to the team every day in my own actions.
 - I take initiative, act in a positive and decisive way to support the needs of my customers and my team.
 - I have a strong self-awareness of my leadership strengths and derailers, critically reflecting on my own performance, practice, and impact as a CVGT Employment manager.
- I ensure responsiveness to the customer experience is incorporated into team planning, meetings and KPIs (Key Performance Indicators) for my team and prioritise providing feedback to my team if service quality needs to be addressed.
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Embrace change

- I actively promote change processes to my team and participate in communicating change initiatives across CVGT Employment.
 - I am mindful of the impact of change on people, including implications on team, roles and emotions and look to find ways to address impacts.
 - I can connect change management activities to CVGT Employment's results and convey this effectively to my team.
 - I engage and lead my team by translating change initiatives into practical plans and actions.
- I am effective at recognising my team for their contribution and support whilst experiencing change.
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Embrace digital technology

- I actively seek, reflect, and act on feedback to ensure technology is accepted and utilised effectively in my team.
 - I monitor my team's compliance with cyber security and the use of CVGT Employment technology policies and act accordingly.
 - I demonstrate and communicate the importance of digital technology to the team and how it contributes to the achievement of positive business outcomes at CVGT Employment.
- I take initiative and act in a positive way to embrace technology and support my team to do the same.