

## Frequently Asked Question (FAQs)

### Shaping the Future – A new leadership model

#### Overview

Sunnyfield has an incredible history. As an organisation, we have supported people with a disability for over 73 years. We aim to build on our past success and have exciting plans for the future that deliver our mission to enrich the lives of people with disability by creating choice, opportunities and skills for life.

The design of our leadership teams has a significant impact on our ability to achieve these aims. We've heard feedback from Service Coordinators, Service Managers, Senior Support Workers, and Regional Managers across Shared Living about the challenges you experience every day and the impact this has on you, clients, and teams.

For our leaders to be successful and optimise client outcomes, we recognise we need to:

- Invest in leadership,
- Create more opportunity for operational leaders and frontline staff to deliver to high quality services to clients, and
- Embed a collaborative and supportive way of working across Sunnyfield - Shared Living, Community Services, Employment Services, and Support Services.

#### Shaping the Future

##### What is Shaping the Future?

Shaping the Future is how Sunnyfield will build the foundations for a more sustainable Shared Living. Our goal is to focus on creating a high quality, engaging client experience. This can only be achieved when we create an engaging staff experience, where leaders can focus their time and energy in areas where they have the greatest impact.

##### Shaping the future with a new leadership model

Shaping the Future introduces a new leadership model into Shared Living. The model looks at leadership at three levels:



1. **Business leadership.** The Regional Business Manager will focus on great client outcomes for a region through business leadership. Business leadership looks at how Shared Living connects across the portfolio, and how we connect with Sunnyfield as a whole. The focus is linking organisational strategy with business objectives, so we know **why** we need to do to deliver great experiences for clients, staff and other key stakeholders, while we deliver a financially viable and sustainable business.
2. **Operational Leadership.** The Operations Manager will focus on great client outcomes for a group of services within a region through operational leadership. Operational leadership looks at the practices, processes, and information we need so we know **how** to deliver great experiences for clients, staff, and other key stakeholders, while achieving business objectives.

3. **Service Excellence.** Home and Lifestyle Leads will focus on service excellence within a group of services. Service Excellence is **what** we need to do in practice to deliver great services and supports to clients within service standards and expectations.

*Roles in focus* provides an overview of the current and new roles.

### How were the new roles designed?

In designing these roles, consideration has been given to:

- Providing each role with a clearer purpose and scope.
- Providing each role with a clearer focus so leaders valuable time and energy can be spent on the things that matter for that role.
- Providing stepping stones into leadership as part of career development.

### What will happen with the Senior Support Worker role?

We will no longer recruit staff into this role. Senior Support Workers will continue to perform the role of Community Support Workers as a valuable part of the team. Senior Support Workers will not be assigned any administration time.

Existing Senior Support Workers will be able to retain their position title.

### Are there any changes for Community Support Workers?

Community Support Workers will continue to provide valuable services and supports to clients.

We are introducing an updated Position Description for the role, so it aligns to the new leadership model. This Position Description is included with the Information Pack, and we will begin introducing this description through the transition period.

## Change and support

### How much change will be involved?

There are going to be parts of Shaping the Future that will be difficult – for you as leaders and colleagues, for the teams you work with, and the clients we support.

As we've worked through feedback and options to solve the challenges we are facing, we've recognised that smaller changes will not give us the strong foundation we need. This means that, as a senior leadership team, we have had to make some very difficult decisions.

We acknowledge and own that this is going to be a big change for our Shared Living teams. We believe we will be stronger on the other side and that this is necessary to make sure we direct our most valuable resources – our people – to where you can make the biggest difference.

We are here to support you and your teams as we work through this period. Please share your feedback and ideas with us on how we can best support you, your teams, clients, families, and guardians as we move forward

## How can we support clients, families and teams during the transition?

It's important that we take active steps to reduce the impact on clients and teams as much as we can. Shaping the Future has been designed to encourage continuity and familiarity for clients and their Circle of Supports wherever this is possible.

This means that we may need to create clear boundaries around our personal emotions and how we support clients and our teams. This doesn't mean that we are not allowed to feel what we feel. It means that we approach the change in a constructive way when working with clients and staff and choose appropriate times to express and share how we feel personally.

We will be keeping clients, families and key stakeholders updated throughout the transition, and making sure we share important information with them.

The important message for clients and staff is that Shaping the Future is about better client and staff outcomes. It's about directing our resources and energies where we can make the biggest difference for clients, staff, and our communities.

## How I can look after myself during this time?

The Employee Assistance Program (EAP), provided through Converge, is a key support for you and your immediate family. It's ok to ask for help and it can be helpful to talk with someone outside of Sunnyfield and your immediate support network.

EAP services can help you develop strategies to better manage the change experience and can play an important role in helping you maintain your own wellbeing and mental health during this time.

Converge also offers a range of specialised services that you can access:

- Manager support,
- Career Coaching,
- Financial coaching,
- Nutrition and lifestyle.

For more information visit [converge.com.au](https://converge.com.au), download the Converge App, or call 1300 687 327.

## Interview support

I haven't interviewed for a while and feel a little nervous. What support will be available?

For Regional Managers, Paul Henderson, Talent Manager, can support with a one to one 30-minute coaching and feedback session on your interviewing. Contact Paul directly to book in a time.

Paul will run a workshop on interview tips and tricks for Service Coordinators, Service Managers and Team Leader's on 25 November 2024. This includes anyone is currently in an acting role.

<b>INTERVIEW TIPS AND TRICKS</b>	<b>Time</b>	<b>Click the link at the meeting time to join</b>
<b>Monday, 25 November 2024</b>	11.00am	<a href="#">Join the meeting now</a>

## Expressions of Interest (EOI)

### How will the new roles be allocated?

All roles will be offered internally before they are advertised externally.

There will be three EOI rounds. The staff eligible to participate in each round and the roles available in each round will be different.

### How will the EOI rounds work?

There will be three (3) EOI rounds. Each EOI round will be open to a specific group, and the group will be able to express an interest in specific roles during the period.

After the roles have been confirmed for each group in the EOI round, the next EOI will be released.

*From Here to there* shows the timeline for the EOI's.

Round	Open to	Roles included
1	Regional Managers	<ul style="list-style-type: none"><li>Regional Business Manager</li><li>Operations Manager Level 2</li><li>Regional Managers can express an interest in another role as part of this EOI.</li></ul>
2	Service Coordinators, Service Managers, Team Leaders	<ul style="list-style-type: none"><li>Operations Manager Level 2</li><li>Operations Manager Level 1</li><li>Home and Living Lead Level 2</li><li>Home and Living Lead Level 1</li></ul>
3	All Sunnyfield staff	Remaining unallocated roles: <ul style="list-style-type: none"><li>Operations Manager Level 1</li><li>Home and Living Lead Level 2</li><li>Home and Living Lead Level 1</li></ul>

### How can I submit an EOI?

Our goal is to keep the EOI process as simple as possible.

To submit an EOI, email Sophie Waller [s.waller@sunnyfield.org.au](mailto:s.waller@sunnyfield.org.au). In the email list the specific roles you are interested in being considered for. Don't forget to include information like the region, cluster, or location as applicable.

### When will interviews happen for the EOI's?

EOI interview days have been prebooked. When you submit an EOI you will be allocated a time slot within the pre-booked interview days. We will work around your availability and other commitments in that time as much as we can.

## What will EOI's interviews be like?

The interview process will depend on the role you would like to be considered for and the round you are participating in.

## Will all of the Regional Business Manager and Operations Manager roles be filled internally?

No. If current leaders are not successful following the interviews for the Regional Business Manager and Operations Manager Level 2 roles, the roles will be advertised externally.

When the roles are advertised externally, any staff within Sunnyfield that were not part of the Round 1 EOI will be able to apply.

It is expected all of the Operations Manager Level 1 roles will be allocated to our current leaders in one of the EOI rounds.

## Will all of the Home and Lifestyle Lead roles be filled internally?

Yes. We are aiming to allocate all of the Home and Lifestyle Level 1 and 2 roles internally through the three EOI rounds.

## What will the interviews look like for Round 1?

Due to the importance of these roles to Shaping the Future, a more structured recruitment interview will be used in this round. The interview questions will be based on the role and will be targeted based on the scope and focus of the role.

If you express an interest in both types of roles, you will only need to attend one interview. You will be interviewed for the role as the higher level and will be considered for both roles based on that interview.

Role	What to expect
<b>Regional Business Manager</b>	This will be a recruitment-style interview, with the kinds of questions you would expect in a competitive recruitment process.
<b>Operations Manager Level 2</b>	This will be a recruitment-style interview, with the kinds of questions you would expect in a competitive recruitment process.

## What will interviews look like for Round 2?

The Operations Manager Level 1 and 2 roles are classified at a higher level than the current Service Coordinator role. To help us select the right people for these important roles, a more structured recruitment process will be used.

The interviews for Home and Living Lead Level 1 and 2 will be less formal. The goal in these interviews is to match the individual to the opportunity. Depending on how many people are expressing an interest in each role, some more structured interview style questions may be added to help us make these matching decisions.

Role	What to expect
<b>Operations Manager Level 2</b>	This will be a recruitment-style interview, with the kinds of questions you would expect in a competitive recruitment process.

<b>Operations Manager Level 1</b>	This will be a recruitment-style interview, with the kinds of questions you would expect in a competitive recruitment process.
<b>Home and Living Lead Level 2</b>	This will be a less formal interview focused on matching an interview to the opportunity.
<b>Home and Living Lead Level 1</b>	This will be a less formal interview focused on matching an interview to the opportunity.

### What will interviews look like for Round 3?

These roles will be opened more generally across Sunnyfield. Staff may be applying for a role at a higher level than the one they are currently in or one that is quite different from their current role. To help us select the right people for these important roles, a more structured recruitment interview will be used.

<b>Role</b>	<b>What to expect</b>
<b>Operations Manager Level 1</b>	This will be a recruitment-style interview, with the kinds of questions you would expect in a competitive recruitment process.
<b>Home and Living Lead Level 2</b>	This will be a recruitment-style interview, with the kinds of questions you would expect in a competitive recruitment process.
<b>Home and Living Lead Level 1</b>	This will be a recruitment-style interview, with the kinds of questions you would expect in a competitive recruitment process.

### What happens if I would like to apply for a Regional Business Manager role after Round 1?

If the roles are not allocated through this round, the Regional Business Manager role will be advertised externally.

Sunnyfield staff can apply for the role at that time through a competitive process.

### What happens if I would like to apply for an Operations Manager Level 2 role after Round 2?

If the roles are not allocated through Round 1 or Round 2, the Operations Manager Level 2 role will be advertised externally.

Sunnyfield staff can apply for the role at that time through a competitive process.

### What happens if I am not offered a position as part of the Round 1 or 2 EOI process?

If you are not offered a position as part of a Round 1 or 2 EOI process, and an alternative suitable position cannot be identified for you, you may be eligible to receive a redundancy.

For staff in an acting position, you will be able to return to your substantive position and a redundancy will not be available. If your substantive position no longer exists, you will only be eligible for a redundancy if you are not offered an alternative suitable position at the level of your substantive role, or such a role is not available.

Staff who participate in the Round 3 EOI are not eligible for a redundancy as these staff have a current Sunnyfield role that is not affected by the implementation of the new leadership model.

## What is an alternative suitable position?

An alternative suitable position is one that is reasonably aligned to your current position (or substantive position if you are in an acting role) in terms of duties and scope. Sunnyfield will consider factors such as location, your current remuneration, hours of work, and any significant impacts you might experience by transferring to the new role, for example, in relation to care arrangements or your disability.

You will be able to discuss any concerns or questions you have with a role you are offered as part of the offer process.

## Can I request a redundancy?

Redundancies will only be available where staff have participated in an EOI process, an offer has not been made to them, and an alternative suitable position cannot be identified.

If you believe that there are special circumstances that should be considered outside of these requirements, please arrange a time to talk with Craig, Rosie, or Kylie.

## Information

### Where can I get more information?

Communication will be important as we move forward.

It's important you ask questions, explore options, respectfully challenge assumptions, and share information.

Don't hesitate to reach out to:

- Craig Thomson – General Manager Shared Living
- Gavin Hudson – General Manager Disability Services
- Rosie Stilin – General Manager People Learning and Culture
- Kylie White – HR Operations Manager
- Ryan Gentle – HR Business Partner
- Larissa Darcy – HR Business Partner.