



POSITION DESCRIPTION – Program Director – Mental Health and Alcohol and Other Drugs	
Part 1 – Expectations for Your Role	
Position	Program Director – Mental Health and Alcohol and Other Drugs
Service / Program	Mental Health and Alcohol and Other Drugs
Industrial Instrument	Each Enterprise Agreement 2024
Instrument Classification	Level 8
Reports to	Executive Director - Operations
Effective Date	September 2026

Position Summary

The Mental Health and Alcohol and Other Drugs (MHAOD) portfolio at Each brings together a range of services that support mental health, wellbeing and recovery for individuals, families and communities.

The portfolio includes community-based support, therapeutic services, peer and lived experience services, and programs that support people with complex or co-occurring needs.

The Program Director provides effective leadership across this complex service environment, with a focus on delivering on strategy, whilst ensuring safe, high-quality services, workforce capability, financial sustainability and better outcomes for the communities Each supports.

The role is expected to bring an organisational lens to decision making, working with the Operations Leadership Team to identify efficiencies, strengthen ways of working and contributing to Each's overall financial sustainability.

Key Deliverables

Strategic and Operational Leadership

- Lead a large and complex portfolio of mental health and alcohol and other drug services in line with Each's strategy and priorities.
- Ensure leaders across the program are delivering quality services that improve outcomes for individuals, families and communities
- Turn strategy into practical service delivery that is effective, sustainable and agile.

People and Culture Leadership

- Build accountable leadership teams that delivery on strategy as well as support strong performance, engagement and continuous improvement.
- Lead workforce planning, capability development and talent strategies for a large and diverse workforce.
- Oversee key people processes, including recruitment, performance, development and employee relations.
- Support an inclusive, safe and values-led culture where staff wellbeing and belonging are prioritised.
- Develop leadership capability across teams to sustain performance and engagement.

**Clinical Governance and Practice Oversight**

- Oversee clinical governance so services are safe, high quality and evidence informed.
- Make sure clinical frameworks, supervision and practice standards are clear, consistent and embedded.
- Apply sound judgement in relation to clinical practice, risk and service complexity.

Service Design, Integration and Innovation

- Lead the design and improvement of service models so they remain contemporary, evidence based and integrated.
- Work across Each to strengthen service integration and coordinated care.
- Work with internal stakeholders to identify and implement opportunities for growth and innovation.
- Stay informed about sector reform, policy and funding changes to enable the MHAOD program respond effectively.

Financial Performance and Sustainability

- Manage the financial sustainability of the MHAOD Program including budgets and contract performance.
- Ensure services meet funding requirements, activity targets and performance measures.
- Identify financial risks and opportunities and put appropriate strategies in place.
- Work with the Operations Leadership Team to identify efficiencies and support financial sustainability across Each.

Stakeholder Engagement and Sector Leadership

- Build and maintain strong relationships with funding bodies, partners and key stakeholders.
- Represent Each at sector forums, influencing and contributing to sector development and reform.
- Promote Each's services and reputation, ensuring visibility and credibility within the community and broader sector.

Risk, Compliance and Quality

- Ensure quality, risk and compliance systems are clear, embedded and well managed across the program.
- Monitor incidents, complaints and trends, and lead corrective action where needed.
- Ensure compliance with legislation, funding agreements, accreditation standards and Each policies.
- Identify, manage and escalate risks in line with organisational frameworks.

Skills

- Strong leadership in complex, multi-program service environments.
- Ability to think beyond the MHAOD portfolio and make decisions with an organisational lens.
- Sound understanding of clinical governance, quality and risk.
- Strong stakeholder, influencing and partnership skills.
- Financial management skills, including budgets and funding contracts.
- Ability to lead change, improvement and service redesign.
- Strong people leadership, including developing leaders at all levels, and managing multidisciplinary teams.

Experience and Knowledge

- Senior leadership experience in mental health, alcohol and other drugs, community health or a related human services setting.
- Experience leading large services with multiple programs, teams and funding streams.
- Experience applying quality, risk and clinical governance requirements in health or community services.
- Knowledge of legislation, funding and policy issues relevant to mental health and AOD services.
- Experience working with government, funders, partners and sector stakeholders.
- Proven ability to deliver outcomes while balancing portfolio, organisational, people, strategy, operations, people and financial responsibilities.



Qualification/Registrations/Licences

- Tertiary qualification in a relevant discipline (health, social services, management or equivalent)
- Postgraduate qualifications in a relevant field are highly regarded
- Clinical qualifications are not mandatory, however demonstrated understanding of clinical governance and practice is required

Physical Requirements

- **Office Environment:** Work in an office or hybrid environment
- **Communication:** Regular engagement with internal and external stakeholders across multiple platforms
- **Travel:** Ability to travel and work from different Each sites in Victoria and travel interstate if required.
- **General role requirements:** Work across multiple program sites and engage with diverse teams and communities

Why we include physical requirements in our Position Descriptions

We list the physical requirements of a role to ensure transparency and to support equitable access to employment. This information helps candidates understand the nature of the role and identify any workplace adjustments or supports they may need to thrive in it. Our aim is to create an inclusive environment where everyone can perform their role safely and effectively, with the right accommodations in place.

If you have specific access needs or would benefit from adjustments to the recruitment process or the role itself, we warmly encourage you to let us know. We're committed to working with you to find solutions that support your success.



POSITION DESCRIPTION - Director

Part 2 – Expectations for Our Team

At Each, we are committed to improving lives and strengthening communities through a range of health, disability, housing, counselling, and mental health services. With a dedicated team of over 1,500 employees and 250 volunteers, we aim to create a positive impact, empowering individuals to live healthier, happier lives.

Our vision is for everyone to live well, and we strive for a healthier, more equitable future through innovation, advocacy, and community engagement.

We care. We listen. We learn. We deliver. Altogether better care.

Director Expectations

The Director is a key member of the Senior Leadership team, working with their Directorate, the Executive Team, and key stakeholders to achieve Each's vision and strategic goals. Directors must collaborate with other Directorates to understand and address the business's evolving needs, ensuring their Directorate supports overall operations effectively. They are accountable for meeting KPIs, maintaining financial sustainability, and ensuring operations align with Each's values. Leaders are expected to demonstrate strong leadership, model Each's values, and foster an inclusive, safe, and engaging culture.

Director Responsibilities

- An Each Director is responsible for:
- Delivering the strategic plan and supporting financial sustainability.
 - Building high-performing teams aligned with Each's values.
 - Promoting continuous improvement, staff wellbeing, and safety.
 - Ensuring effective operations, risk management, and compliance.
 - Fostering innovation, collaboration, and connection to the organisation's vision.
 - Acting as a leadership ambassador for Each.

Quality

Employees must engage in continuous improvement, comply with legislation and accreditation standards, and maintain the necessary skills and knowledge for their role.

Safety & Wellbeing

All Each employees are responsible for their own health and safety, as well as that of others, in line with OH&S legislation and Each's policies.

Child Safe Commitment

Each is dedicated to creating a child-safe environment, with zero tolerance for child abuse. Everyone is responsible for protecting and reporting any suspected child abuse, ensuring the safety and well-being of children involved with Each.

Our Commitment to Inclusion at Each

At Each, inclusion is at the heart of how we work, connect and care. We are committed to creating a workplace and services that are safe, welcoming and responsive, where every person feels respected,



valued and able to be themselves.

We celebrate and actively support diversity in all its forms, including Aboriginal and Torres Strait Islander peoples, LGBTIQA+ communities, people with disability, people from diverse cultural and faith backgrounds, people of all ages, and those with lived and living experience of our services.

All employees, volunteers and contractors at Each are expected to:

- Treat others with respect, curiosity and care
- Contribute to a workplace free from discrimination, bullying and harassment
- Engage in culturally safe and responsive ways
- Speak up and take action when behaviours do not align with our values
- Participate in learning to strengthen inclusion, equity and belonging

Key Selection Criteria

Skills & Behaviours

- Strong leadership aligned with Each's values and behaviours.
- Proven track record in building diverse, inclusive, and high-performing teams.
- Ability to foster a safe, inclusive culture prioritizing safety and wellbeing.
- Success in driving collaboration, connection, and partnerships.
- Ability to deliver and measure progress on strategic objectives.
- Confident in engaging and briefing stakeholders.

Desirable Experience, Knowledge, and Qualifications

- Senior leadership experience in a relevant field.
- Postgraduate qualifications in a relevant discipline.
- Collaborative experience within a senior leadership team.
- Understanding of the Not-For-Profit sector and Health services.

Mandatory Compliance

- Completion of a Criminal History Check and Employee Working with Children Check (or State equivalent) prior to commencement of employment and as required by legislation and policy during employment, as well as a duty to disclose relevant information that may arise after employment has commenced
- National Worker Screening Check (if required for the role).
- Entitlement to work in Australia
- Consent to Each sharing relevant personal information with the Victorian Department of Education under Early Childhood Workforce Register obligations (If required for the role).

Expected Behaviours for all Each Staff

- Act in accordance with Each's Code of Conduct, policies, and service principles.
- Respond to family violence risk in line with the MARAM Framework. (VIC Only)
- Promote a safety-first culture and adhere to health and safety policies.
- Ensure Each Great Care is put through its PACES (Person-Centered, Accessible, Connected, Effective and Safe).
- Support a zero-tolerance stance on abuse, neglect, and discrimination.
- Foster an inclusive, collaborative work environment, prioritizing customer needs.
- Contribute to teamwork, innovation, and continuous improvement.
- Engage in continuous learning and complete all mandatory training on time.