

Job Title:	School Services Manager	Job Category:	Religious - Full Time
Department/Area:	School Services	Travel Required:	Yes
Reporting to:	Chief of School Services	Salary Packaging:	Yes
Location:	Head Office		
Direct Reports:	School Engagement Leads, Community Partnership Lead, Government Engagement Lead, Support and Development Partner	Functional Accountability:	Strong functional accountability to the ELT, particularly: COE (church and community engagement), COFS (local government) and CEO (government engagement)

Role and Responsibilities

Reporting to the Chief of School Services (COSS), the School Services Manager (SSM) is YouthCARE's most senior leader within their region. They hold full strategic and operational accountability for mission growth, team performance, stakeholder relationships and service quality across every school community they serve. Leading a team of five specialist roles, the SSM brings initiative, creativity and deep local knowledge to the outworking of YouthCARE's mission across their region.

As a key member of YouthCARE's Senior Leadership Team, the SSM holds accountability not only for their own region but for the health and effectiveness of YouthCARE as a whole - collaborating across regions and functions with the same commitment they bring to their own communities.

Spiritual Leadership

- Model a deep, active and growing personal faith - understanding that the SSM's own spiritual life is the foundation from which they lead, and that chaplains, volunteers and school communities will look to them to embody the values of the organisation they represent.
- Lead the spiritual formation of the regional team - embedding prayer, Scripture, reflection and spiritual accountability as a genuine rhythm of team life, not a procedural addition.
- Champion the spiritual wellbeing of every specialist, chaplain and CVE volunteer in the region - not just their operational performance - treating their spiritual health as a strategic priority and a direct expression of YouthCARE's care for the people who carry its mission.

- Provide spiritual oversight of the chaplaincy and CVE work in the region, ensuring the work of chaplains and volunteers remains rooted in genuine faith, authentic pastoral care and the conviction that every young person is made in the image of God.
- Model servant leadership that places the wellbeing of young people, families and school communities at the centre of every decision.
- Participate actively in YouthCARE's SSM spiritual formation practices, prayer rhythms and discernment processes.
- Must be actively engaged in the life of a Christian church that affirms the triune Godhead of Father, Son and Holy Spirit.

Regional Leadership of School Services

- Develop, maintain and drive a Regional Operating Plan that translates the COSS's strategic direction into clear priorities, targets and actions for school chaplaincy, CVE, school engagement and programs across the region.
- Hold lead responsibility for the quality, consistency and reputation of YouthCARE's school chaplaincy, CVE and programs within the region, in alignment with YouthCARE's mission, vision and strategic plan.
- Lead and manage the execution of the strategic school engagement plan across the region - building deep, long-term relationships with school principals, leadership and/or student services teams, school boards and P&C associations - positioning YouthCARE as an indispensable partner in school community wellbeing.
- Drive the growth of YouthCARE program uptake (i.e. BUZ, SWELL, G.R.I.T., Peer Skills, etc.) across school communities in the region - increasing breadth of program engagement within existing relationships and opening program pathways into new communities.
- Lead the integration of CVE as a core component of the regional school services offering - ensuring CVE is positioned as a distinctive, high-quality program that extends YouthCARE's presence and mission reach into schools.

Driving and Sustaining Relational Growth

- Personally lead the establishment of chaplaincy and CVE relationships in new or complex school communities - building the trust and credibility required before transitioning ongoing delivery to the appropriate specialist.
- Personally lead the development of new or complex church relationships within the region, including churches that have been disengaged from YouthCARE or where a senior relationship is needed to open the door - before transitioning ongoing engagement to the Community Partnership Lead.
- Personally lead the establishment of new or complex government and community relationships where the SSM's seniority and organisational authority is required to initiate or repair the relationship - before transitioning ongoing management to the Government Engagement Lead.

Regional Team Leadership

- Lead, direct and hold accountable a regional team of specialists, with clear performance expectations for each role aligned to regional priorities and the organisation's strategic plan.
- Invest in the ongoing development and coaching of each team member, ensuring they are growing in capability, supported in their wellbeing, and equipped to deliver their function with excellence.
- Build the regional team as a collaborative, high-performing unit - fostering strong working relationships between specialist functions so that school, church, government and community activities reinforce one another.
- Lead recruitment, onboarding and performance management of regional team members, working in partnership with HR and, where a dotted-line reporting relationship exists, the relevant ELT executive.
- Navigate complex people issues within the region with maturity, pastoral sensitivity and appropriate escalation to the COSS or relevant ELT member.

Chaplain and CVE Vacancy Strategy

- Manage the recruitment, screening (in partnership with HR) and placement of chaplains and CVE volunteers - presenting innovative, place-based solutions to the unique workforce challenges of the region.
- Actively manage the regional vacancy pipeline, working with HR and the Community Partnership Lead to build chaplain and CVE volunteer pathways through local churches, Bible colleges and community partnerships.
- Identify and address local barriers to chaplaincy and CVE uptake, developing solutions that reflect the specific needs and context of communities within the region.
- Report vacancy data and emerging workforce risks to the COSS in a timely way, escalating before they become service continuity issues.

Chaplain and Volunteer Support and Development

- Through the regional team, ensure every chaplain receives consistent, high-quality line management, support, supervision and development.
- Hold overall accountability for chaplain and CVE volunteer performance development and management within the region, working through the team and in partnership with HR.
- Manage and monitor service delivery standards across the region, including regular school visits, observations and reviews as required.
- Oversee the Peer Support Leader network within the region, ensuring peer leaders are equipped and functioning effectively as a first-tier support resource for chaplains.
- Identify chaplain and CVE volunteer training needs within the region and work with the COSS and Chief of People & Operations (CPO) to ensure they are addressed through YouthCARE's training function.
- Proactively monitor the wellbeing of chaplains and CVE volunteers within the region, working with the team to identify early signs of stress, burnout or crisis and ensuring access to appropriate care and support.

Volunteer Coordination

- Hold lead responsibility for YouthCARE's volunteer model across all school services within the region, including CVE volunteers, Breakfast Club volunteers and other school-based volunteers.
- Ensure the recruitment, screening, training, recognition and retention of all school-based volunteers within the region is well-managed through the regional team.
- Drive volunteer growth within the region, increasing volunteer capacity in line with regional growth targets.
- Cultivate a culture within the regional volunteer community where serving as a CVE or school-based volunteer is understood as a genuine expression of faith - actively communicating the spiritual significance of the opportunity and inviting people into it with conviction.

Stakeholder Engagement

- Build and maintain senior relationships with Department of Education regional leaders and other key education sector stakeholders within the region.
- Through the Community Partnership Lead, actively grow the number of churches within the region who regard YouthCARE as their key local mission partner - mobilising congregations in prayer and financial support, and building church communities as a primary source of chaplains, CVE volunteers and ongoing advocacy for YouthCARE's work in schools.
- Through the Community Partnership Lead, actively grow and coordinate YouthCARE Councils and Support Networks (YCCs/YCSNs) within the region.
- Through the Government Engagement Lead, and in collaboration with the CEO and COFS, build relationships and partnerships with federal, state and local government members, businesses and community stakeholders.
- Actively raise the profile of YouthCARE within the region to generate increased community support, donations, and attraction and retention of staff and volunteers.

COSS Collaboration

- Function as the COSS's key regional partner - providing regular, accurate and timely reporting on chaplain and volunteer support and performance, school engagement, vacancies and stakeholder relationships.
- Proactively surface regional risks, opportunities and tensions so the COSS is never caught without context in a high-stakes conversation.
- Collaborate with fellow SSMS as a genuinely cohesive leadership cohort - actively sharing intelligence, learnings and resources across regions, and contributing to the success of the whole team with the same commitment brought to the success of the individual region.
- Participate in cross-regional initiatives, working groups and organisational projects as a contributing member of YouthCARE's Senior Leadership Team - not only as a regional representative but as an organisational leader.

Cross-Functional Collaboration

- Work closely with the COPO's team on training, child protection, screening and PCIR processes as they apply within the region.
- Work closely with the Chief of Engagement (COE), who holds strategic accountability for church engagement - ensuring the Community Partnership Lead's regional activity is aligned with the COE's statewide church engagement strategy.
- Work closely with the Chief of Financial Sustainability (COFS), who holds strategic accountability for local government engagement - ensuring the Government Engagement Lead's regional activity is aligned with the COFS's statewide strategy.
- Work closely with the CEO, who holds strategic accountability for government engagement - ensuring the Government Engagement Lead's regional activity is aligned with the CEO's statewide strategy.
- Work in partnership with HR and Finance on the recruitment, placement and management of chaplains, CVE volunteers and regional team members.
- Work in partnership with the Communications and Marketing team to ensure YouthCARE's public presence within the region reflects the mission accurately and compellingly - providing regional stories, data and context that inform content, campaigns and stakeholder communications.
- Contribute regional intelligence and frontline insight to statewide strategy development - ensuring that the COSS, ELT and SSM cohort are informed by what is actually happening in schools and communities across the region.
- Contribute to regional budget input, program funding and grant writing and reporting as required.

General

- Contributes to the development and improvement of the performance of the organisation.
- Upholds the Vision, Mission and Values of the organisation.
- YouthCARE upholds and promotes Child Safe policies and procedures.

Key Performance Indicators

Spiritual Formation

- Personal spiritual formation: active and growing engagement in personal spiritual formation - including regular church attendance, engagement in professional pastoral supervision, and intentional personal spiritual formation practices (e.g. prayer, Scripture, retreat, spiritual direction).
- Team spiritual formation: each direct report is actively supported in their own spiritual formation journey - including access to professional pastoral supervision, encouragement of and accountability for regular church attendance, intentional spiritual formation conversations as a standing element of all 1:1s, and connection to spiritual formation resources and opportunities.

Mission Reach and Growth

- Year-on-year increase in number of school communities served across the region (chaplaincy and CVE).
- Chaplain and CVE vacancy fill rate within the region, with reduction in average vacancy duration.
- Year-on-year growth in the number of YouthCARE programs delivered by chaplains per school community within the region.
- Program uptake rate: percentage of chaplaincy schools actively engaging one or more YouthCARE programs.

Chaplain Support and Retention

- Annual chaplain retention rate within the region at or above target; exit interview themes actioned.
- Chaplain satisfaction scores (annual survey); quality of support assessed through chaplain feedback within the region.
- Quality of chaplain line management and support: chaplain-reported satisfaction with regional team support (annual survey).
- Annual performance reviews completed for all direct reports.

School and Stakeholder Engagement

- Principal, school board and P&C satisfaction with YouthCARE within the region (annual survey); qualitative feedback themes.
- Quality and depth of YCC/YCSN and church relationships within the region (assessed annually).
- Quality and depth of government and community relationships within the region (assessed annually).

Regional Team

- Regional team performance reviews completed; team 360 feedback outcomes; team retention.
- Evidence of effective collaboration between regional specialist functions and alignment with statewide strategy.
- Evidence of active contribution to the SSM cohort and to YouthCARE's organisational effectiveness beyond the region - including participation in cross-regional initiatives, sharing of learnings, and collaboration across functions.

Volunteer Growth

- Year-on-year growth in active volunteer numbers within the region; volunteer retention rate.

Selection Criteria

Essential

- Demonstrated senior leadership experience in school chaplaincy, education, community services or a closely related field.
- Deep understanding of the school chaplaincy model, the Department of Education relationship and the WA school sector.
- Demonstrated ability to develop and lead operational strategy, with experience translating strategic intent into clear regional priorities and measurable outcomes.
- Proven ability to lead and develop a team, including experience managing across multiple functions.
- Strong stakeholder engagement skills with the ability to build credibility with principals, school boards, P&C associations, government officials and church leaders.
- Excellent communication and people skills, with a high degree of emotional intelligence and pastoral sensitivity.
- Demonstrated ability to contribute to the health and effectiveness of a wider organisation, not just an individual team or region - including collaborative leadership across peer groups and functions.
- Deep personal Christian faith and commitment to YouthCARE's mission, vision and values.
- Must be actively engaged in the life of a Christian church that affirms the triune Godhead of Father, Son and Holy Spirit.
- Current Working with Children Check and NCCHC clearance, or ability to obtain.
- Current valid driver's licence and willingness to travel across the region.

Desirable

- Experience as a school chaplain or in direct chaplaincy service delivery.
- Experience in remote or regional community service delivery.
- Postgraduate qualifications in theology, ministry, education, management or a related field.
- Familiarity with YouthCARE's programs and services.

Reviewed By:		Date:	
Approved By:	Tamsyn Cullingford	Date:	17/9/2026