

**POSITION TITLE:** Policy and Advocacy Manager

**DEPARTMENT:** Inclusive Development (ID)

**DATE:** October 2018

**REPORTS TO:** Inclusive Development Director

**Organisational Vision:**

An inclusive world in which all persons with disabilities enjoy their human rights and achieve their full potential.

**Organisational Mission:**

CBM is an international Christian development organisation, committed to improving the quality of life of persons with disabilities in the poorest countries of the world.

**Purpose of Role:**

In coordination with the ID Director and ID Management Team, the Policy and Advocacy Manager is responsible for:

- Leading the Policy and Advocacy team in effectively promoting the importance of, and need for ongoing investment in, Disability Inclusive Development with a range of targeted stakeholders, including through political, sectoral and public engagement.
- Providing, demonstrating and coaching others to provide high quality policy, advocacy and community engagement skills in ways that also model disability inclusive approaches and messaging.
- Ongoing development, implementation and monitoring of the advocacy strategy, including guiding the team through necessary change processes to ensure alignment with the new organisational strategy 2019-2022.
- Providing high quality, evidence based input to the development of CBM Australia's audience engagement strategy and ensuring seamless integration of this with the advocacy strategy.
- Representing CBM Australia in implementation of the advocacy strategy and broader public engagement as required, including through contribution to wider CBM Australia communications and community engagement initiatives.
- Contributing to and modelling outstanding cross organisation communications and collaboration in areas of focus and influence.
- Supporting and contributing to overall coordination and management of the ID Department as part of the ID Management team.

**Level of Direction or Supervision:**

The Policy and Advocacy Manager has 3-4 direct reports in the Policy and Advocacy team, including the Executive Officer of the Australian Disability and Development Consortium (ADDC), reports to the ID Director and works closely with colleagues in the ID Management team .

**Key Tasks and Priorities:**

Key Areas of Responsibility	Key Tasks	Performance Indicators	Weighting Total= 100
Member of IDD Management Team	Collaboratively with other MT members: <ul style="list-style-type: none"> <li>• Lead departmental strategy, budget and planning processes.</li> <li>• Ensure aligned and appropriate levels of cross-team collaboration and manageable workloads.</li> <li>• Develop and establish the use of appropriate systems to support the work of the department.</li> <li>• Identify and manage opportunities for staff to increase skill and experience.</li> <li>• Establish and model ID norms for desired behaviour.</li> <li>• Proactively respond to issues as they arise – manage change evenly across the department.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy and implementation plans monitored, reviewed and implemented.</li> <li>• A budget, with clear rationales, strategy implementation in place and monitored.</li> <li>• Regular preparation, attendance, communication and follow up of MT meetings.</li> <li>• A collaborative, respectful and responsive management team environment that addresses issues arising.</li> </ul>	15%
Staff management – Policy and Advocacy team	<ul style="list-style-type: none"> <li>• Develop clear and work plans for team members, which are aligned with KPIs and agreed ID priorities.</li> <li>• In an on-going way, ensure all team members and stakeholders know specifically what is expected of them, and how their role contributes to other members of the team, the department and the wider organisation.</li> <li>• Ensure that direct reports have the resources and training required to meet performance expectations.</li> <li>• Foster a team culture that values proactive problem-solving, open and honest communication, and</li> </ul>	<ul style="list-style-type: none"> <li>• Position descriptions and KPIs are up to date and all direct reports have up to date progress reporting in Cascade.</li> <li>• Meet individually with Team Members on a fortnightly basis.</li> <li>• Annual performance reviews are conducted for each team member.</li> <li>• Team meetings occur according to agreed schedules and include a regular stock take of team dynamics and functionality.</li> <li>• KPIs are adjusted in line with changing time frames and available resources.</li> </ul>	20%

	<p>accountability to agreements.</p> <ul style="list-style-type: none"> <li>• Coach/mentor staff to manage workloads, conflicts, change and stress.</li> <li>• Coach/mentor staff to develop and implement their career development plan – identify opportunities to increase skill and experience in line with CBM’s strategic objectives.</li> <li>• Support and implement P&amp;C processes and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Team members receive appropriate training and development.</li> <li>• All Team members have a career development plan and opportunities to increase their skills.</li> <li>• Risk reporting and associated mitigation actions undertaken monthly</li> </ul>	
Advocacy strategy and programming	<ul style="list-style-type: none"> <li>• Lead the development of the rolling advocacy strategy and program plan in line with the CBMA strategy.</li> <li>• Support staff to provide high standard, targeted policy and advocacy inputs towards DID and International Development more broadly.</li> <li>• Provide and model high quality policy analysis and advice</li> <li>• Provide and model strong advocacy - including engagement in lobbying, awareness raising, networking and capacity development.</li> <li>• Ensure quality standards and measures are in place for policy and advocacy and related activities, including reviewing and approving external comms from team and recommending those that require higher approval</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy strategy in place, regularly reviewed and clearly communicated.</li> <li>• Methods (e.g., campaigns, coalitions, submissions, letters, meetings, media, etc) are used effectively to transfer advocacy objectives and messages.</li> <li>• Advocacy and alliance stakeholders report positive experience of engagement with policy and advocacy staff.</li> <li>• Quality and reputation of CBMA's advocacy work is maintained or enhanced.</li> <li>• High standard, professional, external communications from advocacy and policy team.</li> <li>• Director awareness and approval of external comms against pre agreed criteria.</li> </ul>	20%

<p>Contribute to and apply the evidence base for DID in policy and advocacy work</p>	<ul style="list-style-type: none"> <li>• Oversee and contribute to monitoring, evaluation and learning (ME&amp;L) being embedded within work of the advocacy team</li> <li>• Input into selected research and enquiries as agreed with MT and ID Director in line with expertise.</li> <li>• Oversee and contribute to the development of evidence based policy and advocacy tools in DID and International Development to enable others to promote DID and ID.</li> </ul>	<ul style="list-style-type: none"> <li>• MEL is systematic in policy and advocacy activities.</li> <li>• Case studies, publications, media, presentations, submissions and lobbying meet sector need and apply learning from CBM's DID engagement.</li> <li>• Advocacy and policy resources are used by the target audience.</li> <li>• Growth in number of agencies, politicians, campaigns, etc that are now promoting DID.</li> </ul>	<p>10%</p>
<p>Liaise and contribute within CBM</p>	<ul style="list-style-type: none"> <li>• Contribute to, and influence, CBMA's audience engagement strategy and ensure its seamless integration with the advocacy strategy.</li> <li>• Contribute to designing and progressing CBM Australia's community engagement work.</li> <li>• Contribute to and support staff to contribute to cross CBMA projects in coordination with the MT (e.g., policy reviews, annual reports, communications, etc)</li> <li>• Oversee and coordinate the team input into data for departmental reporting</li> <li>• ID team lead for liaison with CBMA communications and fundraising</li> <li>• ID team lead for liaison with CBMI Advocacy team</li> </ul>	<ul style="list-style-type: none"> <li>• ID perspective/expertise represented in CBMA and CBMI projects</li> <li>• Data is available in timely manner to support department, senior management and board reporting.</li> <li>• Strong alignment between CBMA's communications objectives and the work of the policy and advocacy team</li> <li>• CBMI Advocacy objectives and work plans are aligned with the work of the policy and advocacy team and contribute to development of relevant international office strategies and plans</li> </ul>	<p>20%</p>
<p>Develop CBMA networks and represent CBMA to external stakeholders - to grow understanding</p>	<ul style="list-style-type: none"> <li>• Oversee and contribute to coalitions and targeted development of relationships with key policy and advocacy stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Positive working relationships established</li> <li>• Growth in number of agencies, politicians, etc known by CBMA to be engaged in DID</li> </ul>	<p>15%</p>

and promotions of DID and ID	<ul style="list-style-type: none"> <li>• Develop positive working relationships with key DID and ID partners (e.g. key political posts, ADDC, etc</li> <li>• Identify and develop partnerships and alliances in line with the CBMA strategy</li> <li>• In consultation with ID Director and management team, represent CBMA as required in sector and other meetings (e.g., CBM International).</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at workshops, functions, meetings, etc.</li> </ul>	
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### SPECIFIC OUTCOMES REQUIRED

Advocacy strategy is aligned with, and supports, CBM Australia’s new organisational strategy 2019-2022 and other related policy documents and approaches (ie. audience engagement strategy, community engagement initiatives).
Policy and advocacy team members are motivated, managed and supported in line with agreed team and organisational guidelines to contribute high quality work in support of the strategy in collaboration with other parts of the organisation.
Policy and advocacy activities are consistent with the principles of "nothing about us without us", eg. through recruitment and development of staff, partners, etc
There is a growing network and strong relationships with policy and advocacy partners and coalitions.
A growing number of targeted stakeholders are engaged in and actively promoting DID and international development.
Risk issues related to implementation of policy and advocacy objectives are identified, and appropriate mitigation strategies are developed, implemented and monitored.
Quality assurance, evaluation and learning systems are embedded in CBM's policy and advocacy work
The ID Management Team is a cohesive, collaborative problem-solving/decision-making body that leads ID effectively toward achievement of CBM’s strategy.

### KEY COMPETENCIES OF ROLE

Talents/attributes/ approach	<ul style="list-style-type: none"> <li>• <b>Commitment</b> to CBM’s mission and values.</li> <li>• <b>Honesty</b> – Integrity - Discretion</li> <li>• Talent for establishing strong, respectful and trusting relationships across all levels of an organisation</li> <li>• High levels of <b>emotional intelligence</b> (self-awareness, self-regulation, social skills, empathy)</li> <li>• A strong <b>proactive problem-solving</b> mindset and approach</li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Ability to reframe:</b> Standing back from a situation or problem and seeing the bigger picture or wider context.</li> <li>• Ability to <b>manage expectations</b> of all stakeholders, while staying focused on organisational objectives</li> <li>• Ability to <b>manage conflict productively</b> and hold self/others <b>accountable</b></li> <li>• Capacity to manage complex workloads collaboratively</li> <li>• Ability to <b>value</b> others for their <b>diversity</b></li> <li>• A <b>'people person'</b> – genuinely interested in developing direct reports along their career path</li> <li>• Ability to discern, develop and appropriately allocate work based on innate talents and development needs of team members, not just knowledge and skill</li> <li>• A tendency to <b>communicate openly, thoughtfully</b> and honestly</li> <li>• Positive use of adversity: <b>Learning</b> and growing from mistakes and setbacks</li> <li>• A willingness to contribute to the growth and development of CBM and its work</li> <li>• A commitment to modelling <b>sound disability inclusive approaches</b>, including ensuring the voice and visibility of people with disability in CBMA's advocacy work</li> </ul>
Knowledge and experience	<ul style="list-style-type: none"> <li>• Demonstrated experience in developing, implementing and evaluating innovative and effective advocacy strategies and approaches</li> <li>• Experience in developing, implementing and monitoring effective community engagement strategies and approaches</li> <li>• Strong and current knowledge of international development trends and context and understanding of the Australian Aid Sector</li> <li>• Knowledge / experience of disability and principles and practice of disability inclusion</li> <li>• Knowledge / experience in taking a coaching approach to people management.</li> <li>• Experience adapting management style to individual team needs</li> <li>• Formal qualifications in a relevant field</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• Ability to scan for information and analyse in order to inform a clearly articulated recommendation and rationale</li> <li>• Exceptional communication skills (written, verbal and interpersonal)</li> <li>• Coaching and mentoring skills</li> <li>• Capacity to manage a complex workload in a team environment</li> <li>• Demonstrated excellence in writing reports, submissions, briefings, etc for a range of audiences.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strong analytical skills - able to review documents and situations quickly and synthesise to key messages for varied audiences.</li> </ul>
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Job Evaluation		
Factor	Level	Score
Responsibility and Accountability		
Judgement and Decision Making		
Interaction and Influence		
Knowledge and Application of Creative and Technical Skill		
TOTAL		
<b>Salary Grading</b>		

\*Factor Level definitions and Salary Grading information can be found on the CBM Intranet.

**Terms and Conditions**

General terms and conditions of employment are as per the CBM Australia General Enterprise Agreement 2015

**Performance Planning and Review**

Performance planning and reviews will be carried out every six months.

Signed  
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Inclusive Development Director

Date  
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Signed  
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Policy and Advocacy Manager

Date .....