

# CHIEF EXECUTIVE OFFICER

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OPPORTUNITY  
PROSPECTUS



# READY SET

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Ready Set (managed by Wear for Success) was established as Wear for Success in 2011 by a group of dedicated individuals, many of who are still involved. They recognised that helping people who are experiencing economic hardship through unemployment by preparing them for job interviews can significantly improve their psychological, physical and financial wellbeing. Our founders also knew that increased confidence could ultimately enable greater participation in life and an increased sense of social inclusion.

Fitting out a small warehouse in South Melbourne, they collected donations and sought out oversupply from retailers and began styling and providing clothing to jobseekers in need from across Melbourne.

In our first year, 175 jobseekers walked through our doors. In 2018 we began a mobile service to deliver assistance to jobseekers in Geelong and regional Victoria. In 2019, we grew to over 1500 jobseekers, many of whom received individualised coaching through our Career Support Program as well as clothing. In 2020, we responded to the challenges presented by the pandemic by taking the first step in offering our services through digital platforms, including setting up an on-line store to create a new revenue stream.

Ready Set is managed by Wear for Success, a registered charity. We were the first Victorian service to welcome clients of all genders, and in the past seven years we have dressed, styled and coached over 6000 unemployed Victorians from Melbourne, Geelong, and regional Victoria.

[readysset.org.au](https://readysset.org.au)

“Ready Set gave me the confidence to believe in myself. The clothes are great, but it's more than that.

It's knowing that I am supported to go out there and achieve my dreams.”

Winta, Ready Set client, 2019



# THE OPPORTUNITY

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Following the resignation of current CEO Jodie Tuckwell-Knight who has been employed at Wear for Success since 2014, the Board are now seeking to recruit a new CEO who can lead our organisation towards its ambitious goals and objectives.

As demand for our services continues to increase, our goal is to IMPACT 5000 job seekers each year by 2023, and to expand Ready Set's offering to include clothing, job search coaching, and an individualised connecting service.



# POSITION DESCRIPTION

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## GENERAL INFORMATION

Position: Chief Executive Officer  
Reporting to: Board of Directors  
Department: Executive  
Date: October 2020

## DIMENSIONS

Direct reports: Referral Partner and Program Manager  
Operations Co-ordinator  
Funding Project Manager  
Volunteer Engagement Coordinator (to be appointed)  
Marketing Consultant  
Operating budget: \$600K

## PURPOSE OF THE POSITION

To lead the strategic direction of Ready Set through creating an organisation that helps job seekers reach their potential and ensure the organisation remains sustainable, impactful and values driven.

## GENERAL INFORMATION

- 1. Strategy** In conjunction with the Board, lead, develop and implement the organisation's strategies including the Referral Partner, the Client Services, the Marketing and the Volunteer Engagement strategies, to ensure the organisation has a long-term plan to deliver a sustainable organisation and provide support and services to its clients.
- 2. Operations & Finance** Manage and oversee the general operations of the organisation, monitoring financial and operational performance and delivery against goals, plans and budget to ensure an efficient and effective operation.
- 3. Funding** Review, research, develop and lead a sustainable funding model, drawing on current streams and identifying opportunities for new revenue streams to continue to support clients and broaden Ready Set's impact.
- 4. Strategic Partnerships** Identify, steward and develop supporter relationships and referral partners through identifying appropriate opportunities and managing key strategic relationships to drive ongoing opportunities for clients.
- 5. Organisational Profile** Build Ready Set's profile of being a major contributor to increasing job readiness, through developing the marketing strategy and raising awareness of Ready Set brand and services in the community to increase the impact of the organisation.



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| 6. Client Experience    | Lead, develop and implement the Client Service strategy, including the Digital strategy, to clearly differentiate the value propositions for clothing, coaching and connecting and build the organisation's capacity to live our values and deliver on the client promise. |
| 7. Leadership & Culture | Provide leadership to the team, volunteers and broader organisation, building an engaging and values driven workforce in order to create a high performing, client centric team to deliver on outcomes.  |
| 8. Risk & Compliance    | Identify and monitor any risk, level of compliance and control and make recommendations to the Board on changes where necessary so that the organisation mitigates any risk and upholds the constitution.  |

## KEY PERFORMANCE INDICATORS

- Development of strategies
- Implementation of strategies
- Number & value of strategic partnerships
- Client reach, satisfaction and impact
- New and sustainable revenue streams
- Risk mitigation
- Budget management
- Volunteer/team diversity and engagement

## BEHAVIOURS

- Strategic Thinking
- Relationship Building
- Team Leadership
- Continuous Improvement
- Empathy
- Resilient
- Achievement Orientation
- Influencing Others
- Problem Solving
- Teamwork and Collaboration
- Integrity
- Commercial acumen

## VALUES

- Inclusion – Everyone is equal
- Hope – Everyone has potential
- Compassion – Everyone has a story

## WORKING RELATIONSHIPS

### INTERNAL:

- Board
- Management Team
- Direct Reports
- Volunteers

### EXTERNAL:

- Clients
- Sponsors and supporters
- Referral organisations

## QUALIFICATIONS

- Graduate qualifications in relevant field

## EXPERIENCE

- Minimum 5 years in a General Management role or a Fundraising Director role
- Experience in Not for Profit organisations is ideal



# Q & A

## BOARD CHAIR NAOMI FOX



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### **Why is the work of Ready Set so important?**

We often think that getting a job is simple: find a job vacancy, write a CV, and turn up to an interview. But for many Victorians, getting a job is not that simple.

Many jobseekers don't have appropriate interview clothing or footwear and don't have the money to buy it. The average Australian jobseeker has less than \$40 a day to live on – the lowest rate of unemployment assistance in the OECD – and often not enough to pay the rent or mortgage, let alone buy or launder an outfit for an interview.

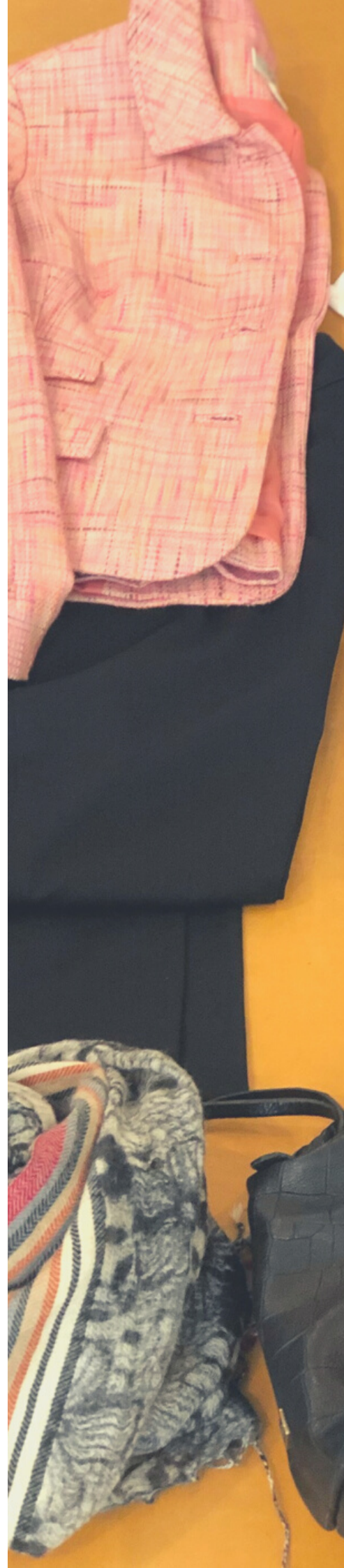
Getting a job takes skills many never learn or lose over time, such as identifying jobs that meet your skillset and qualifications, writing a CV, and effectively responding to interview questions.

Many jobseekers don't have the confidence, self-esteem or appropriate help to get a job after what may be years out of work, rejection, and struggles with poverty, homelessness, mental illness, or other needs or challenges.

Our founders were committed to empowering jobseekers to find employment by helping them on that first crucial step through dressing. We have grown organically over the past 9+ years and have expanded our services to include job-ready coaching during that time. We anticipate the need in our community for Ready Set services to be in further demand because of the impact of Covid-19 across Australia, and particularly in Victoria, where there is 6.7% unemployment and 14.9% underemployment (ABS, October 2020).

Our effort is important but has a small impact for Victorians and while there has been growth in the number of people we have catered to, this growth has been slow and not commensurate with demand. We want to take that next step with a more holistic approach so that we can have a greater impact.

During the course of 2019, the Board set to redefine our desired impact and determined that: We aspire to strengthen communities by empowering job seekers with clothing, coaching and connection so they can build their confidence, realise their dreams and change their lives. The Ready Set IMPACT5000 Strategy seeks to grow both our client reach and impact by expanding our service offering, digitising our client experience and diversifying our volunteer base and funding sources.





### **How does Ready Set raise money?**

The Board have developed a high-level Funding Strategy to outline a plan to raise 600K+ per annum to enable Ready Set's purpose and IMPACT5000 objectives. In the current context of COVID19, the plan provides clarity for what is needed to sustain our financial viability and key initiatives that will help deliver to these financial targets while providing the flexibility to explore ideas, do new things, learn from them and amplify those that work.

Our sources of funding include a new Fee for Service model involving strategic partnerships with our referrers, philanthropy, grants and individual giving including appeals, clothing partnerships such as Aquila and Upparel, events, corporate workplace giving and fundraising events, and government grants such as Muster. Finally we also hold a number of sales for clothing stock that have been donated by our supporters and have most recently launched our Online Sales Store which has been very successful over the covid lockdown period.

### **What has been your involvement with Ready Set?**

I started with Ready Set when I was at my own career crossroads, and realised that I wanted to make a different contribution to the community I live in. Initially I joined Ready Set as a volunteer dresser and warehouse staff member, drawing on my early career in Retail Management. I loved working collaboratively with our volunteers and our clients. Dressing our clients to help them find the perfect set of outfits that would put their best forward at interview or for their first week on the job was so rewarding – particularly when the client walked out the door taller than they walked in, even when they laden-down with bags of beautiful clothing, shoes and accessories!

After a little while, once I understood more about the client experience and working with our wonderful volunteers, I suggested to our current CEO that I could be 'helpful'. This eventually resulted in me facilitating the Board to develop its first growth strategy to enable the organisation to shift from an organic to a more deliberate approach to the way we have impact. With this work completed, a role was extended to me to work with the Board to support guide the strategy implementation. Then in July 2020 our then Chair relocated to New Zealand and recommended me to take the role. It's such a privilege to work with our Board and enable Ready Set to realise its vision.

As a Board, we are passionate about our cause, come from different backgrounds and perspectives, and are committed to realising our desire of growing Ready Set's impact.

### **What are the skills and attributes you are seeking in the next CEO?**

We are looking for a true leader, one who is able to engage a broad range of stakeholders, not only in why we exist, but in influencing and partnering with them to commit to enable Ready Set's ability to impact more Australians who need our services. Our ideal candidate would have been involved in leading a growth strategy, built a high performing team to implement it and ensured the financial sustainability of their organisation to support the implementation, including having exposure to or having led fundraising or driven revenue generation. Finally, our future leader will embody our values – compassion, hope and inclusion.

We look forward to meeting you.





# HOW TO APPLY

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Ready Set has recognised the strategic importance of this role and have enlisted the help of executive search firm Seldon Rosser, who are managing this campaign pro bono.

**To express your interest in this opportunity please email [grahame@seldonrosser.com](mailto:grahame@seldonrosser.com) or call Graham Seldon on 0433 152 888.**

