	PORTFOLIO	People and Culture
	RECORD TYPE	Position Description
Office of Audacious Endeavours	**POSITION**	Program Coordinator - Operations
	THEME	Personalised Medicine - ZERO
	DATE	Saturday 22 March 2021

RECORD MANAGEMENT

Purpose

Outline the organisational context, traits, qualifications, certifications, experience, competencies, and capabilities the Program Coordinator - Operations will need to successfully support the Zero Childhood Cancer endeavour.

Contributors

ROLE*	INITIALS	NAME	ORG.	TITLE
C	AP	Ayesha Pereira	CCI	Talent Acquisition Specialist
C	KS	Kate Sellick	CCI	Head of People and Culture
C	MS	Matt Swan	CCI	Head of Projects
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*RACI: Responsible, R; Accountable, A; Consult, C; Inform, I; Ordered alphabetically by first name.

Revision History

REVISION	DATE	AUTHOR(S)	CHANGES
A	2021/03/07	MS, MM	Initial draft
B	2021/03/22	MM	revised draft
C	2021/03/23	MM	
D	2021/03/30	VT	Revised draft

Approval Workflow

ZERO Program Manager	ZERO Program Leader	Head of People & Culture
Mitali Manzur	**Vanessa Tyrrell**	**Kate Sellick**

1. CONTEXT

1.1. Zero Childhood Cancer

The ZERO Childhood Cancer National Personalised Medicine Program (ZERO) is Australia's first and most comprehensive personalised medicine program for children and young people. A unique, multidisciplinary program bringing together cutting-edge science, the latest technology, and the brightest minds in research and clinical care, it is on a path to change the model of care for children with cancer today. Having already demonstrated significant impact in improving the lives of children faced with the most challenging prognosis, in mid-2020, the program was awarded $67 M of joint funding from the Medical Research Future Fund (MRFF) and The Minderoo Foundation, to expand eight-fold to make the genomics platform available to all Australian children and young people diagnosed with cancer by 2023.

This position will report to the ZERO Program Manager and functionally work closely with the Program Coordinator – Projects in the execution and delivery of the program. It will support the integration, harmonisation with, and build upon the existing research, translational, and clinical activity of Children's Cancer Institute (CCI), the Kids Cancer Centre (KCC), and our national and international partners, including eight of Australia's major paediatric hospitals and 23 research institutions.

1.2. The Children's Cancer Institute

CCI exists *to cure children's cancer*, that is to save the lives of all children with cancer and improve their long-term health, through research.

Every week in Australia, three children and adolescents die of cancer. Only when those three becomes zero, and when all the survivors can live a normal life, will our work be done.

Our purpose as the only independent medical research institute in Australia focused exclusively on childhood cancer, is to Discover and Translate, through world-class research, new treatments that will cure cancer and reduce side effects in children and adolescents.

Our 2018–2022 strategy is available at https://www.ccia.org.au/about-the-institute.

1.3. The Personalised Medicine Research theme

Personalised medicine (also known as precision medicine) is all about tailoring therapy to suit each individual patient, based on their individual biology. For children with cancer, it is about understanding each child's unique cancer at a genetic and biological level, and how it may best be treated. To achieve real time, individualised care, we not only need to know more about the disease itself, but know more about the person with that disease. The ultimate aim is to deliver the right treatment to the right child at the right time.

The Personalised Medicine Theme within CCI is focussed on modelling and studying the genetic, epigenetic, and biological changes found in both a child's "normal cells", and their unique cancer cells, with the hope of determining how these profiles drive a child's cancer, improve risk prediction, and identify existing, or develop new, targeted therapies which will work against that cancer. By bringing together world-class expertise in bioinformatics, computational biology, cancer epigenetics, tumour biology, immunology, and more, the Personalised Medicine Theme at CCI enables a holistic and comprehensive research program to expedite the translation of basic discoveries into profound clinical impact.

A simplified Organisational Chart is included in Figure 1 showing key reporting lines.
Further detail on ZERO is available at https://www.zerochildhoodcancer.org.au/.

2. THE ROLE

We are ready to invest in your development. We are seeking those unique individuals who have deep scientific knowledge, but wanting to grow and develop at the interface of science and business. The Program Coordinator will establish strong working relationships with key operational, administrative, and clinical stakeholders at CCI, KCC, and national trial sites and play a key role in ensuring the operational aspects of

the program are running optimally and project milestones are achieved within the program budget. This role will play a central role in project management of key strategic research projects within the Program.

2.1. Personality traits

To thrive in this role and environment, you will most benefit from having the following set of traits and behaviours summarised in Table 1. Note that these are independent of qualifications, certifications, and experience.

Table 1 Candidate traits and behaviours

TRAIT	BEHAVIOURS
Proactive and organised	■ Able to see an objective and break it into a series of logical steps. ■ Stays on-track and is able to hit milestones. ■ Spots opportunities and is willing to jump in and get things done.
Collaborative	■ Understands the strengths and weaknesses of your team-mates. ■ Asks for and provides help where appropriate. ■ Celebrates diverse people, experiences, and perspectives, and how they improve outcomes. ■ Builds trust and strong personal relationships.
Confident and assertive	■ Understands team members' and stakeholder's roles and responsibilities. ■ Communicates the interdependencies between activities, and the importance of milestones. ■ Respectfully and firmly holds people accountable for progress.
Humble	■ Comfortable saying I don't know; defer to the experts. ■ Comfortable asking for help; we expect to grow you into this role. ■ Reflective of your own contribution
Eager to learn	■ Ambitious and owns their growth and development. ■ Excited about science, projects, and working to cure children's cancer. ■ Looking for a challenge; we're going to work to develop each other.
Comfortable with VUCA (volatile, uncertain, complex, and ambiguous)	■ Comfortable tackling intractable problems, iterating, trying multiple approaches, and failing, as we make sense of what we're trying to achieve and how we're going to do it.
Emotional intelligence	■ Listen, connect with, and understand your team-mates and stakeholders; their opinions, perspectives, challenges, and aspirations. ■ Create a psychologically safe environment to have open and honest conversations. ■ Display an infectious energy to motivate and inspire.

2.2. Qualifications

- Bachelor's degree in bio/medical science or related life science field is required
- Post graduate level studies in a relevant discipline

2.3. Experience

People acquire skills at different rates, so we value demonstrated experience over years of employment. A demonstrated strong track record in research and analytical experience in a relevant discipline, preferably in a translational clinical laboratory, will be highly favoured.

2.4. Competencies and capabilities

The International Project Management Association's (IPMA) Individual Competency Baseline (ICB4) framework, covers the key domains spanning all aspects of the role. These are the ***Perspective*** – how a project fits its organisational context; to work effectively with others which Is described under ***People****;* and the technical knowledge, skills, and abilities which enhance success delineated under ***Practice****.*

Below we describe how each of the ICB4 competency elements relates to this role. We do not expect you to have demonstrated, or even have all these skills right now—but, we do expect you to own your development, and work with us to help you build these capabilities into your competencies.

Table 2 Program Management – Projects competencies for ZERO

DOMAINS	RELEVANCE TO THE POSITION
Perspective (shaping the context of our endeavour)	
Strategy	• Understand CCI and ZERO vision, mission, and objectives. • Work with the Team to maintain alignment with our objectives and benefits. • Monitor progress against metrics. • Suggest improvements to our approach.
Governance, structures, and processes	• Understand, follow, and improve CCI and ZERO governance structures and processes. • Seek to align processes and governance structures with outcomes to increase our chances of success. • Communicate to team members their responsibilities and accountabilities to support decision-making at appropriate levels. • Escalates issues following agreed processes.
Compliance, standards, and regulation	• Understand the significance of effective compliance • Support experts to ensure compliance with legalisation, standards and good practice guidelines around ethics, health and safety, environment, data governance, risk, and laboratory practices. Specifically, in accordance with TGA, ICH, GCP, the NHMRC National Statement on Ethical Conduct in Human Research and relevant state/federal privacy laws
Interest and influence	• Empathise with stakeholders' perspectives • Understand individual roles and contribution to the program. • Assess the scope of stakeholder's formal and informal relationships to determine their legitimacy, power/influence, and authority.
Culture and values	• Embrace and celebrate diversity in all its forms. • Contribute to, support, and strengthening the team culture of excellence, innovation, collaboration, disruption, transparency, and accountability. • Look for opportunities to embed the team culture in our approach and our interactions. Work with integrity.
People (focussing on personal and team development)	
Self-reflection self-management and integrity	• Reflect on your values, beliefs, attitudes, and behaviours and how they influence your feelings, perspectives, expectations, and decisions. • Volunteer, work to remedy, and learn from mistakes. • Understand your competencies and capabilities and take responsibility for personal learning and development • Challenge yourself, seek out opportunities, give and receive developmental feedback. • Take responsibility for decisions and actions and follow through on your commitments.
Personal communication	• Structure information logically and employ appropriate language and techniques for the context. • Listen actively. Communicate effectively and with respect. Translate conversations into program activities and deliverables and then communicate expectations to stakeholders
Relationships and engagement	• Seek and create opportunities and situations to interact with project team members and stakeholders • Share your enthusiasm for the endeavour. Integrate your knowledge into our overall approach in Stakeholder Management.
Leadership	• Champion leadership at all levels • Exercise sound judgement, initiate action, proactively offer help and advice and inspires trust. • Engage in consultative decision making. • Work in the best interests of the ZERO endeavour.
Teamwork	• Embody the phrase "If you want to go fast, go alone; but if you want to go far, go together." • Supports the team to be successful. • Support in Building awareness of the programme and inter-dependencies and motivates the team to deliver. • Cultivate cooperation and understanding between team members, and stakeholders.
Conflict and crisis	• Anticipate and work to prevent or diffuse destructive conflict and mediate/resolve their impact. • Acknowledge and encourage robust debate that improves our process and outcomes. • Encourage a culture of voice safety amongst the teams

	• Be assertive when activities and decisions need to be progressed and be solutions oriented.
Resourcefulness	• Stimulate and support an open and creative environment. • Promote and apply creative techniques to find alternative solutions. • Champion a holistic view of the programme and its context to improve our approach and decision-making.
Negotiation	• Identify and understand the interests of all parties. • Develop and evaluate options balancing stakeholder expectations. • Seek "win-win" solutions and follow through to build trust.
Results orientation	Evaluate our approach, decisions, and actions against their impact on programme success and outcomes. Be pragmatic by balancing our approach with outcomes. Prioritise where effort is applied and look for good enough solutions. Support a sustainable (healthy, safe, and productive) working environment. Make abstract aspirations tangible for diverse stakeholders.

Practice (technical program coordination)

Working with The Office of Audacious Endeavours (Projects), ZERO, ZERO Core Management Team, Technology Services Group, Marketing & Fundraising, People & Culture, Finance, Strategy & Risk, teams to:

Program design	• Acknowledge, prioritise, and review stakeholder expectations and success criteria. • Review, apply, and share lessons. • Facilitate the implementation of a project approach adapted to its environment and context • Support the implementation project management approach, plans, and other deliverables. Adapt the approach in response to changes. • Support the development and implementation of high level policies and procedures with the Program Leader and Program Manager
Benefits and objectives	• Understand and monitor progress towards objectives and benefits. • Extract the programme requirements (outcomes) from Grants and funding agreements.
Scope	• Appreciate the scope of ZERO and work with various Research Leads to define scope effectively, as well as for off-shoot projects • Demonstrate a scientific understanding of genomics, both in a research and clinical context • Demonstrated ability to learn new scientific concepts and write scientifically • An understanding of the medical research and health services environment is desirable
Time	• Understand and sequence new activities in the Master Schedule. Produce and update a roadmap to communicate progress. Manage consistency and transitions between phases. • Maintain study documentation, records and data as well coordinating the collection, processing and storage and shipping of patient samples with relevant teams
Organisation and information	• Understand, implement, monitor, and maintain the organisation, governance frameworks and rules. • Update and enforce ZERO's structure, approach, roles, and responsibilities. • Formalise and communicate information and flows. • Demonstrated experience with development and maintenance of laboratory information management systems (LIMS) is highly desirable. • Coordinate data transfer and sample sharing processes, in liaison with the technology services and data governance teams • Strong computer literacy, and proficiency using a range of software packages is highly desirable
Quality	• An aptitude and desire to develop skills to support a Quality Management System (QMS) for the laboratory highly desirable. • Work closely with the Laboratory Operations Coordinator in overall compliance with all relevant standards and legislation, and the maintenance of a quality system to ensure appropriate quality assurance and risk management
Finance	• Work with the ZERO Program Manager to understand and update ZERO's financing and budget. • Support the preparation of reports for budgeting forecasts and actuals for ZERO. • Support and monitor the Program's milestones and budget in close liaison with Finance
Resources	• Support the identification and allocation of resources. • Assist with the submission of research grants, funding proposals and progress reports for all projects within ZERO, working closely with the Program Manager and Research Leaders
Procurement	• Work with the finance team to support procurement efforts and the development of partnerships.

Stakeholders	• Demonstrated experience in liaising with diverse stakeholders, including researchers and clinicians. Experience in liaising across different organisations is desirable. • Work with the stakeholder manager to identify, understand, and update the project stakeholder management systems. • Support the endeavour's leaders to maintain support and engagement of the executive team.
Change and transformation	• Support the development and implementation of change management plans to guide the ZERO team towards more effective and leading practices

2.5. Diversity

We embrace and celebrate diversity because it's the right thing to do. But we also know greater diversity in our workforce means we learn from new perspectives and experiences, which leads to better approaches, more creative discoveries and innovation, and inclusive translation to clinical care. We want everyone to be their full and authentic selves, and feel they belong knowing their uniqueness is pushing us closer to curing children's cancer.

3. ZERO ORGANISATIONAL STRUCTURE

KEY

- Your position
- Research leaders and people from key functions working directly on ZERO
- Your reporting manager
- Your functional manager
- A reporting relationship
- A functional relationship

Lorraine Wallis — Head of Finance

Anne Johnston — Chief Marketing & Fundraising Officer

Kids Cancer Centre — Sydney Children's Hospital

Matt Swan — Head of Projects, The Office of Audacious Endeavours

Ness (Vanessa) Tyrrell — Precision Medicine Theme Co-chair; ZERO Program Leader; Program Leader Personalised Medicine

Paul Ekert — Precision Medicine Theme Co-chair

David Kelly — Finance Manager

Anastasia Glushko — Stakeholder Engagement Manager

Mitali Manzur — Program Manager Zero Childhood Cancer

Mark Cowley — Group Leader Computational Biology

Paulette Barahona — Senior Clinical Curation Scientist Liquid Biopsy

Program Leader — Translational Tumor Biology

David Ziegler — Group Leader Molecular Targets and Cancer Therapeutics

Vishal Bishnoi — Management Accountant

India Bennett — Marketing Manager

[Your name] — Programme Coordinator - Projects; OAE

[Your name] — Programme Coordinator - Operations ZERO

Joice Kuroiwa-Trzmielina — Research Administration Coordinator - ZERO

Biljana Dumevska — Laboratory Operations Coordinator ZERO

Chelsea Mayoh — Senior Bioinformatition Bioinformatics

Rob Salomon — Technology Advisor Liquid Biopsy

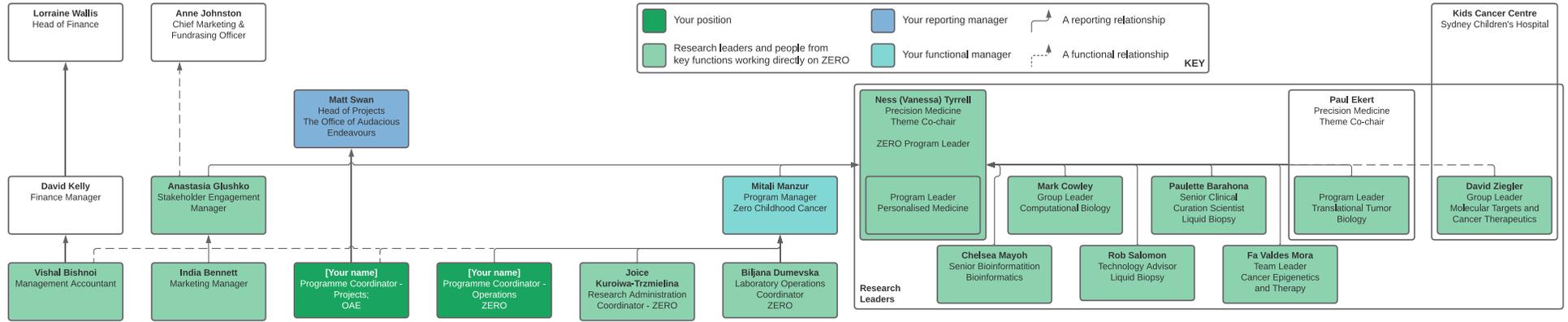**Fa Valdes Mora** — Team Leader Cancer Epigenetics and Therapy

Research Leaders

Figure 1 Simplified CCI organisational chart emphasising ZERO relationships