

## POSITION DESCRIPTION

<b>TITLE:</b> Group Service Lead	
<b>REPORTS TO:</b> Chief Executive	<b>DIRECT REPORTS:</b> 9 permanent + 6 relief staff
	<b>INDIRECT REPORTS:</b> NIL
<b>LOCATION:</b> Christchurch	<b>DATE:</b> September 2020

### Overview:

SkillWise is a fun and vibrant community organisation making a difference in people's lives. Based in the central city, no two days are ever the same as we work alongside adults with learning disabilities supporting them to live the life they want. Collaborating with disabled people, their families and whānau, we assist in creating a life where people are valued as full participating citizens through work, education and having fun!

### Purpose of the position:

The Group Service Lead will ensure the front line service is effectively delivered to meet the needs of the people we support and to ensure people lead good lives and have increased independence. The Service Lead will oversee staff performance to ensure Community Facilitators are competent and engaged. This role will also provide effective leadership and management to SkillWise innovative enterprises e.g. theatre and art room, including the effective oversight of facilities and premises from which services are delivered. The job works in close collaboration with the Community Service Lead and from time-to-time the two roles will be interchangeable.

### General:

Your general duties include those outlined in this position description and may be reviewed and updated from time to time in consultation with you. You will also be required to undertake any other duties that are within your ability to perform, if asked to do so.

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<b>Key Areas Of Responsibility</b>	
<b>Leadership, Culture and People Management</b>	<ul style="list-style-type: none"> <li>• Provide direction and leadership, empower, motivate and develop direct reports in order to achieve organisational goals and an engaged and high performing team.</li> <li>• Manage performance of individuals and business areas ensuring objectives and operational requirements are achieved.</li> <li>• Direct reports perform to Key Performance Indicators (KPIs), have accessibility to coaching and support, have annual formal and ongoing informal performance appraisals and are exposed to opportunities for skill enhancement and personal development.</li> <li>• A robust competency-based staff recruitment system is followed and aligns to the HR framework.</li> <li>• Staff are suitably inducted, well-trained and competent in the performance of their roles.</li> <li>• Monitor and ensure staff regularly attend professional supervision/development opportunities.</li> <li>• A health and safety culture balancing risk and reward is embedded across SkillWise and staff are well-trained on legislative and policy requirements.</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>• Operational plans and budgets are developed and managed to levels agreed by the CE.</li> <li>• Variations to budget are reported to the CE on a “no surprises” basis (reflecting unforeseen changes) with corrective action taken as required.</li> <li>• Provide financial information to CE as required.</li> <li>• Work with contractor, Pounamu Accounting, on financial matters.</li> <li>• Payroll administration is undertaken for all direct reports.</li> </ul>
<b>Strategic Management</b>	<ul style="list-style-type: none"> <li>• In conjunction with the CE, ensure strategic &amp; other goals are translated into annual operational and individual staff performance requirements</li> <li>• Plan and monitor achievement of goals taking corrective or supportive action as required.</li> <li>• Develop and incorporate measures of strategic goals into reporting requirements for KPIs.</li> <li>• Ensure performance plans are regularly monitored and results against KPIs are regularly documented.</li> </ul>

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<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>• Opportunities to market SkillWise programs and services are taken, resulting in SkillWise being well known in the disability sector and non-disability sectors.</li> <li>• Develop a wide network of contacts to enable the good lives of the people we support and to enhance their independence.</li> <li>• Services and sector growth opportunities are identified and progressed (both strategically and unplanned/unforeseen opportunities).</li> <li>• Develop and implement stakeholder surveys of service delivery and quality of support.</li> <li>• Research skills and appropriateness of all external agencies and staff to ensure their ability to perform and contract with preferred providers.</li> </ul>
<b>Quality and Service Delivery</b>	<ul style="list-style-type: none"> <li>• A quality improvement process is in place to continually improve or innovate service delivery including, but not limited to cost efficiency and keeping SkillWise a provider of choice.</li> <li>• Group activity plans and records are in place, of good quality and congruent with SkillWise philosophy and values and the outcomes they want to achieve.</li> <li>• Ensure the group activity timetable is developed and maintained that allows a broad variety of services to meet the different needs of the people we support.</li> <li>• Health and safety legislative and policy requirements are met and staff are well trained on these.</li> <li>• Information and document control is fit-for-purpose, meets legislative and contractual requirements and is accessible.</li> <li>• The CE is satisfied with timeliness and completeness of advice and information in respect of service delivery and team management matters</li> <li>• Lead Service development projects as required. Including establishment of project teams to meet strategic goals and ensuring collaboration (avoiding silos, patch protection and stakeholder “capture”). Projects are well managed to ensure competition including prioritising of resources to projects</li> </ul>
<b>Internal Operations</b>	<ul style="list-style-type: none"> <li>• All operations necessary for service delivery and functional facilities are kept operational and utilized to optimum levels.</li> <li>• Contractual obligations are well understood and requirements met – including reporting requirements.</li> <li>• Projects &amp; initiatives are identified that may be suitable for fundraising opportunities/events and these are explored with the Fundraising Coordinator/CE.</li> <li>• Maintain day to day relationship with SkillWise landlord including ensuring the timely repairs, general maintenance, security and comfort levels of the buildings where staff work</li> </ul>

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<b>Travel requirement</b>	<ul style="list-style-type: none"> <li>Work may be required in other locations within NZ/internationally to perform the duties of the role.</li> </ul>
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<b>Key Relationships/Customers:</b>	
<b>Internal</b>	<b>Nature of the Relationship</b>
Chief Executive	Reports to, works collaboratively with
Community Service Lead	Works collaboratively/sometimes interchangeably with
Board	Works collaboratively with
Quality & Systems Administrator	Works collaboratively with
Fundraising Co-ordinator	Works collaboratively with
Community Facilitators	Provide day to day leadership and management, coaches, manage workflow and duties so to achieve objectives
Employment Support Coordinators	Works collaboratively with
People we support and families for people we support	Works collaboratively with
<b>External</b>	<b>Nature of Relationship</b>
Ministries Social Development, Health & Education	Reporting and compliance
Education providers, local government, CDHB	Works collaboratively with
Service providers & contractors, e.g. Pounamu Accounting, IT support, tutors, building maintenance	Oversight of delivery expectations
Other NGO's and community organisations	Works collaboratively with

<b>Formal Qualifications / Training / Experience</b>	<b>Required</b>	<b>Desirable</b>
Degree or Diploma in relevant management and/or health & disability field	✓	
Experience managing a community or health & disability service		✓

### Key Behaviours and Indicators of Success

<b>Behaviour to demonstrate</b>	<b>In meeting the job requirements you will</b>	<b>In exceeding requirements you are likely to</b>

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<p><b>Self awareness, confidence, control and development</b></p>	<ul style="list-style-type: none"> <li>• Describe your feelings in a candid, authentic way</li> <li>• Articulate areas for personal growth &amp; improvement</li> <li>• Utilise your strengths</li> <li>• Remain calm &amp; level-headed in difficult situations or under stress</li> <li>• Be careful and organised in your work</li> <li>• Participate in a SkillWise sponsored coaching/mentoring program</li> </ul>	<ul style="list-style-type: none"> <li>• Describe how feelings affect you and others in job performance</li> <li>• Solicit and welcome constructive criticism &amp; feedback</li> <li>• Actively work to recognise and correct self-limiting beliefs and weaknesses</li> </ul>
<p><b>Transparency</b></p>	<ul style="list-style-type: none"> <li>• Act honestly, with integrity and be above reproach</li> <li>• Be open to others about your own actions e.g. openly admit mistakes</li> <li>• Treat own staff equitably and fairly</li> </ul>	<ul style="list-style-type: none"> <li>• Confront unethical or inappropriate behaviour in others</li> <li>• Take tough, principled stands about integrity, even if unpopular with others</li> </ul>
<p><b>Innovation and Adaptability</b></p>	<ul style="list-style-type: none"> <li>• Seek out new ideas</li> <li>• Adjust to change quickly when required e.g. market changes impacting on the SkillWise</li> </ul>	<ul style="list-style-type: none"> <li>• Generate new ideas</li> <li>• Modify your original thinking when faced with new data or information</li> <li>• Continue to act in the face of ambiguity</li> </ul>
<p><b>Achievement and Initiative</b></p>	<ul style="list-style-type: none"> <li>• Set and attain measurable, and challenging goals and standards</li> <li>• Organise time &amp; resources to achieve job outcomes and maximise cost efficiencies</li> <li>• Continually learn ways to do better</li> <li>• Cut through “red tape” to get an effective result</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously identify opportunities for performance improvement</li> <li>• Pursue goals beyond what is expected</li> <li>• Create or seize opportunities for the future</li> </ul>
<p><b>Resilience &amp; Optimism</b></p>	<ul style="list-style-type: none"> <li>• Cope with the pressure of the job</li> <li>• Maintain a positive outlook</li> </ul>	<ul style="list-style-type: none"> <li>• Persist in achieving results by overcoming setbacks and obstacles</li> </ul>

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	<p>at work</p> <ul style="list-style-type: none"> <li>• Maintain focus and energy when job demands are high</li> </ul>	
<b>Thinking and Deciding</b>	<ul style="list-style-type: none"> <li>• Use business knowledge and tools to plan for and monitor and report performance</li> <li>• Research and or collect and use relevant information/criteria to make decisions</li> <li>• Identify and weigh pros and cons of options</li> <li>• Examine reasons for variance between planned and actual performance and act to “close the gaps”</li> <li>• Act decisively when called upon</li> <li>• Learn from and avoid repetition of mistakes</li> <li>• Assess and implement OSH and QA requirements</li> <li>• Maintain relevant technology knowledge and skills e.g. IT ordering and Scanning systems</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate thinking and “brainstorming” time in team meetings</li> <li>• Examine and articulate costs and benefits when generating options and alternatives</li> <li>• Keep up to date with relevant business and market knowledge</li> <li>• Establish criteria for decision making</li> <li>• Identify and communicate priorities for action and implementation</li> <li>• Balance use of resources across competing demands</li> <li>• Assist others to identify and act upon SkillWise hazards and security risks</li> </ul>

### Social Skills:

<b>Behaviour to demonstrate</b>	<b>In meeting the job requirements you will</b>	<b>In exceeding requirements you are likely to</b>
<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Listen well and be attentive to emotional and non-verbal cues/communication</li> <li>• Demonstrate sensitivity to and understanding of others’ perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• Relate well to diverse groups of people</li> <li>• Seek and obtain mutual understanding</li> </ul>
<b>SkillWise awareness &amp; commitment</b>	<ul style="list-style-type: none"> <li>• Understand and articulate SkillWise vision and guiding values</li> <li>• Demonstrate commitment to SkillWise values</li> </ul>	<ul style="list-style-type: none"> <li>• Understand, articulate and use crucial networks and “political” forces at work</li> <li>• Demonstrate commitment to the SkillWise’s interest</li> </ul>

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		ahead of self-interest
<b>Service orientation</b>	<ul style="list-style-type: none"> <li>• Make &amp; keep commitments to others</li> <li>• Create a “climate” fostering a customer focused approach.</li> <li>• Demonstrate understanding of customer needs and match to right product or service</li> <li>• Offers appropriate assistance to others</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively monitor levels of internal and external customer satisfaction</li> <li>• Seek ways to increase customer satisfaction and implement ideas</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>• Behave in friendly collegial ways modelling respect, helpfulness and cooperation</li> <li>• Contribute to building team morale</li> <li>• Recognise team success and share the credit</li> <li>• Maintain rapport and keep others well informed on plans, information and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Draw others into enthusiastic commitment to collective effort</li> <li>• Build team spirit and identity</li> <li>• Build and nurture relationships beyond the required functions</li> </ul>

### Leadership Skills: All of the above plus

<b>Behaviour to demonstrate</b>	<b>In meeting the job requirements you will</b>	<b>In exceeding requirements you are likely to</b>
<b>Inspiration and Influence</b>	<ul style="list-style-type: none"> <li>• Lead by example – help others out in their roles when required</li> <li>• Help build positive emotions especially with those who work for you</li> <li>• Articulate and generate shared enthusiasm for a team/SkillWise vision</li> </ul>	<ul style="list-style-type: none"> <li>• Build a common purpose beyond the day to day tasks required to be completed</li> <li>• Anticipate objections; present convincing arguments that attend to people’s sense of logic and emotional requirements</li> </ul>
<b>Managing and developing others</b>	<ul style="list-style-type: none"> <li>• Negotiate challenging yet achievable results for staff</li> <li>• Ensure staff have authority and capability to do their jobs competently</li> </ul>	<ul style="list-style-type: none"> <li>• Link staff personal job requirements with SkillWise vision and plans</li> <li>• Acknowledge &amp; reward others strengths and</li> </ul>

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	<ul style="list-style-type: none"> <li>• Give timely and balanced feedback on team performance and behaviours to team members</li> <li>• Guide the performance of others while still holding them accountable</li> </ul>	<p>accomplishments</p> <ul style="list-style-type: none"> <li>• Cultivate and extend others' abilities e.g. offer more challenging assignments</li> </ul>
<b>Change &amp; conflict management</b>	<ul style="list-style-type: none"> <li>• Deal with difficult issues or "bad" news in an "up front" or straight forward way</li> <li>• Recognise and act on the need for change</li> <li>• Challenge the status quo with others</li> <li>• Draw out others' concerns</li> <li>• Articulate others' feelings and views to their satisfaction</li> <li>• Identify a shared ideal to work towards</li> </ul>	<ul style="list-style-type: none"> <li>• Strongly advocate for change in the face of opposition</li> <li>• Find practical ways to overcome others' barriers to change</li> <li>• Stay open and receptive to opposing views or "bad" news</li> <li>• Handle difficult people with tact and diplomacy</li> <li>• Orchestrate win/win outcomes</li> </ul>

### Key indicators of success:

- (1) Ability to take proactive steps to achieve agreed budgets;
- (2) Ability to manage or achieve KPIs on a continuous basis;
- (3) Ability to submit timely and accurate reports on KPIs to Chief Executive on a continuous basis;
- (4) Persistent ability to establish opportunities for staff to participate in key decisions impacting their work e.g. participative project methodology;
- (5) Any conflict with staff, management or external personnel is resolved in a timely and satisfactory manner;
- (6) Ability to be flexible and open to change and with feedback from key stakeholders, such as the board, funders, people we support, staff etc;
- (7) Contributes to the promotion, development and implementation of the SkillWise Vision and Values;
- (8) Complies with SkillWise procedures, policies and reporting requirements;
- (9) Effectively manages staff performance, competency and development issues.

Employee Signature	Date	Manager Signature	Date
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