

# JOB DESCRIPTION

## Service Manager

February 2013

An individual strand of silk is very fragile, and easily overlooked. However, when combined with other strands of silk, it gains strength and the material is able to be manufactured into a garment that can have great value and beauty. The silk thread mirrors what can be achieved in the lives of the people we support. ©

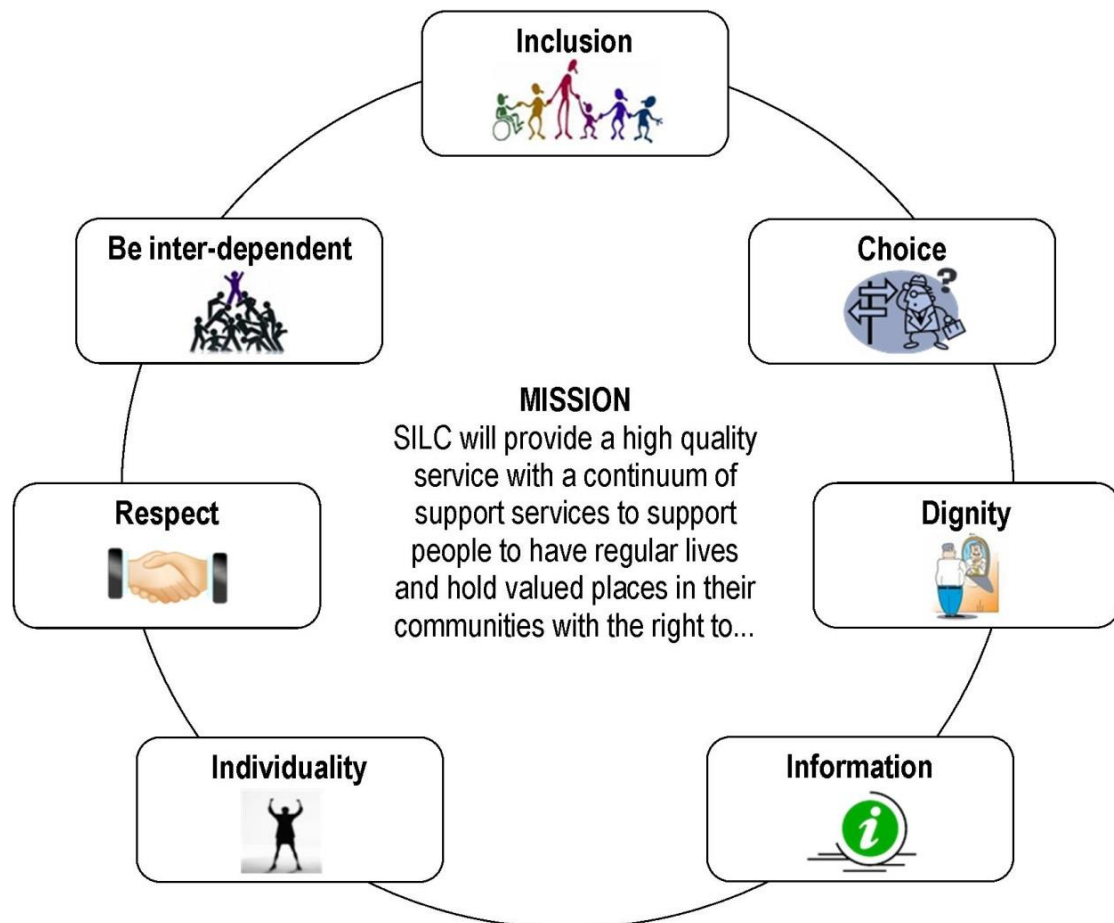
## Philosophy and Mission Statement

The appointee is required to carry out their work in a way that is consistent with the Policies, Philosophy and Mission Statement of SILC Ltd.

## Philosophy

People are valued contributing members  
of the community they choose to live in.

## Mission Statement



### SILC is committed to:

- ✓ Supporting people to have the OPPORTUNITIES, CONFIDENCE and SKILLS to participate in valued lives within the community of their choice.
- ✓ Supporting people to access valued lives by ensuring access to a trained professional workforce.

## Purpose of the Position

The role of Service Manager is seen as the “philosophical flag carrier” of SILC as the role is to ensure the people accessing services delivered by SILC and / or any external services provide people with the lifestyle that they want for themselves. To ensure this happens Service Managers need to be in-service working alongside the people they support, as well as providing administrative support.

Service Managers can expect to spend approximately 60% of their time working alongside the people they support, including being responsible for providing the support required to attend doctors, specialists etc and providing any crisis response necessary.

Service Managers are also to provide staff management, support and leadership in the development of quality, coherent services for people supported by SILC Ltd. The Service Manager will be responsible for a number of services and with a staff team will ensure effective and stimulating programmes of support for the people we support, in the spirit of the vision, mission and values of the organisation.

## Key Responsibilities

### Service Manager Performance

- Promote the interests of people and advance their participation at all levels of decision making.
- Generate creative and responsive support options to meet reasonable expectations and agreed standards.
- Develop and maintain respectful and enduring relationships with people, their families / whanau and wider support networks.
- Work cooperatively with people and their families/whanau, to identify current and future support needs,
- Maintain, develop and implement philosophically coherent support strategies in order to meet identified needs.
- Manage the expectations of people accessing services, families/whanau within a consistent philosophical framework.
- Manage support needs and requirements within resource allocation and limitations.
- To ensure individual service plans are implemented for all persons through the coordination of a service planning process.
- To ensure the people supported by SILC Ltd access quality valued lives in a community of their choice.
- To ensure contractual obligations are met.

### Managing Staff

To provide direct management, leadership and mentoring to support staff working in a “hands on” capacity. This includes:

- Human Resource Planning and Implementation:
- To take direct responsibility for the management of staffing needs within the allocated services, this includes but is not limited to:
  - Responsibility for ensuring teams have a full complement of trained staff in order that rostering requirements are met.
  - To be involved in the human resource planning management within the following delegations:
  - Recruitment of staff, confirmation of offers and contracts of employment.

- Approval of leave requests within budgetary constraints and in accordance to policy and practices of SILC Limited
- Resources are used effectively
- Responsibility for ensuring effective utilisation of resources by developing or assisting in the development of rosters that are flexible, meet the needs of people accessing services and support staff.
- Responsibility for the health, safety and wellbeing of staff by ensuring, through Team Leaders, that team members are taking annual leave, managing personal issues and identifying any assistance staff require.
- Responsibility for the investigation and reporting of disciplinary matters.

### Staff Development and Performance Orientation

To take responsibility for and assist people to identify the training needs of the team and individuals within the team.

- Completion of annual Personal Development Appraisals (PDAs) with Team Leaders
- Completion of PDA for Support Workers in the absence of the Team Leader
- Specifically identify with Team Leaders their training needs.
- Assist Team Leaders to identify the training needs of their teams.
- Access and arrange the delivery of the identified training.
- Staff are committed to achieving individual performance requirements and team goals.
- Participate in the development of a Strategic Staff Development plan as a member of the Service Management Team.

### Supervision, Coaching and Mentoring:

Participate in and provide supervision for staff to empower them to take responsibility for their own actions and engage in joint problem solving with one another at all levels.

- Participate in regular supervision with the Director of Services
- Provide supervision to Team Leaders.
- Attend and participate Team Meetings of the services allocated.
- Attend, participate and where appropriate be involved in the provision of training at in Team Leaders meetings.
- Attend and participate in Service Management meetings.
- Attend and participate in Management meetings.

### Communication

- To use effective communication strategies and methods accordance with SILC's Lines of Communication policy.

### Staff Satisfaction

- To work toward staff stability within the team environment ensuring all members of the team receive adequate training and support to carry out their roles.
- Ensure decisions involving staff are lawful and comply with relevant legislation
- To ensure new staff access and are provided with appropriate orientation, induction and training which meets their identified needs

### Financial Management

- To work within the approved operating plan for your identified programmes, services and teams
- To work within the annual budget confirmed and approved by the Director of Services and the CEO.
- To contribute to the planning and implementation of the annual budget as required by the Director of Service.

### Managing Information

- To maintain comprehensive up-to-date personal records for the people using our services
- To participate in developing policies, procedures and protocols
- To ensure policies, procedures and protocols are adhered to where required.
- To use data to monitor the performance of all programmes as required
- To use data to monitor the performance of staff
- To ensure teams have up to date information regarding management strategies, procedures and policies.

### Managing Performance and Quality

- Quality and service safeguards will be maintained and further enhanced through the coordination of a quality assurance programme. This will include the coordination of an internal audit process, (Periodic Service Review) and any external process required by the funder
- Health and Safety concerns will be reviewed as needs are identified.
- Articulate the philosophy of the Company.
- Participate in the ongoing development and delivery of training packages
- Participate in the ongoing review and development of service specification and quality systems to enhance the supports provided to People accessing services. This includes:
  - Clearly defining the supports required by people accessing services, including scope, outcomes, volume, timeliness and quality.
  - Monitor and evaluate progress; anticipate or identify problems at an early stage and develop resolutions to problems effectively.
  - Identify new opportunities.

### Health and Safety

- To ensure the prompt and accurate reporting and investigation of near miss, accidents and incidents.
- Review Support Workers PDAs taking in consideration Team Leader's recommendations for further training or action etc.
- Co-ordinate with the Training Team any training element which needs to be developed or conducted with staff.

- Investigate and identify significant hazards and recommend/take the necessary action to isolate, minimize or eliminate hazard.
- To raise any H&S concerns with the H&S Working Committee as needs are identified.
- Investigate accidents as needs arise for resolution.

## Role Specific Expectations and Competencies

### Qualifications

It is essential that the Service Manager will:

- Hold an appropriate tertiary qualification to the area of disability that they are involved in or
- Have recognized previous experience.

### Experience

It is essential that the Service Manager will possess:

- Experience within relevant social service delivery
- Evidence of planning and development of services within the Social Services Sector
- Understand the position of people with disabilities as individuals and a community
- The ability to relate to disability issues and perspectives and all activities of SILC Ltd
- An understanding of the developmental issues/practice implications of working with people with disabilities
- Experience in working with people and their families/whanau
- Demonstration of safe and ethical practices

### Professional Skills/Abilities

It is essential that the Service Manager will possess:

- The ability to express thoughts and ideas clearly and effectively to a range of different audiences and in a variety of formal and informal situations
- Effective communication skills both oral and written to relate to people from diverse backgrounds and different cultures in a way that recognises and respects their individualities
- The ability to understand a problem or an issue and develop a practical solution
- Excellent organizational and time management skills
- Excellent skills in the management of people
- High level of skill in managing performance and quality
- High level of skill in managing financial resources
- Proven leadership skills
- A sound knowledge of disability theory including inclusion and empowerment theories and substantial experience in successfully translating this knowledge into the provision of quality services
- The ability to work constructively with people to build a sense of common purpose and direction
- Ability to motivate others to work together to deliver quality services – this includes the ability to build effective teams and an enthusiasm for working co-operatively with others.
- The ability to look beyond immediate service issues and identify broader opportunities and issues for People accessing services, families and support staff both in internal and external environments.

## Personal Attributes

It is essential that the Service Manager will:

- Manage with an emphasis on the empowerment of others and delegate tasks and projects
- Possess the personal attributes required to lead teams in an effective way
- Demonstrate an enthusiastic desire to create continued positive outcomes for people.
- Possess a collaborative style of working.

## **Values Based Competencies**

- ✓ Belief that every person is a valued individual.
- ✓ Commitment to ensuring people who have a disability are supported to have individual lives that they value.
- ✓ Passion to ensure all people are treated with respect.
- ✓ Enthusiasm to assist people to develop meaningful lives.
- ✓ Desire to be part of a successful team and organisation.

## **Report To**

The Director of Services.

## **Functional Relationships – Internal to SILC Limited**

- People we Support
- Families
- Other Support Workers
- Team Leaders/Service Manager
- Trainers
- Service Managers
- Directors
- Chief Executive Officer

## **Functional Relationships – External to SILC Limited**

- Related disability agencies
- Government departments
- Allied professional organisations and / or individuals
- The community