# Manager (service or discipline)

## Developed using the [workforce capability framework](http://www.idfnsw.org.au/people-and-capability-career-planning-capability-framework)

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| **Job family** | Management (M) |
| **Workforce capability framework level** | M 10  |
| **Reporting to** | Director |
| **Directly supervising** | Varies – Officers / case managers / support workers |
| **Date prepared** | April 2016 |

## Position purpose

This position ensures the effective delivery of diverse customer services by leading a team consistent with organisation policy and plans, in a specific discipline or program area. The role ensures the implementation of operational plans in the position’s areas of operation. The role is also responsible for the performance management and development of the team members. As a middle manager in the organisation, the role also contributes to the development, implementation and monitoring of organisation strategic objectives, key performance outcomes, compliance and financial imperatives relative to the discipline or program area.

Manages a function or single outlet program within the larger organisation.

**Incumbent**:

## Strategic core requirements

| **Key responsibility areas**  | **Capability requirements** | **Key performance measures** |
| --- | --- | --- |
| **Sector and organisation purpose and values** | * Comprehensive understanding of the philosophy and rationale for human rights based approaches.
* Understand the individual and community context.
* Understand various organisational operating environments (social, financial, political).
* Comprehensive understanding of organisations vision, mission and values.
* Working knowledge of organisational strategy and objectives.
 | * Demonstrates understanding of human rights and values of the organisation and sector.
* Ensures human rights and organisation values are embedded in and aligned with quality systems.
* Practically and actively contributes to a range of practices within the organisation using expertise and knowledge.
* Ensures own behaviour is consistent with quality systems and organisation values.
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| **Leadership and teamwork** | * Leads a team within the context of multiple, complex service offerings.
* Evaluates the work of others.
* Develops work plans and schedules for projects for self and team.
* Working knowledge of relevant external relationships.
* Maintains defined relationships under guidance and ensures they work efficiently.
 | * Coaches and advises team members.
* Completes Performance reviews and develops training plans.
* Ensures projects / service offerings met delivery requirements.
* Engages with and receives positive feedback from multiple teams and stakeholders within the organisation.
* Maintains relevant relationships with associations and attends external forums / functions and activities.
* Applies learnings and information from external sources appropriately within the organisation.
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| **Communication** | * Has flexible and adaptable communication techniques that engender positive engaging relationships and meet required outcomes.
* Uses influencing skills.
* Uses a broad network of contacts to resolve work issues.
* Undertakes standard negotiations in respect to internal and external people to ensure processes and protocols are followed and work is appropriately handled.
 | * Demonstrates effective communication with stakeholders (internal and external) to achieve objectives.
* Leads team meetings / represents team at organisational meetings.
* Persuasively presents facts and knowledge (verbal and written reports); effectively negotiates desired outcomes.
* Works to resolve conflicts in the first instance within the role and functional limits; refers up where appropriate.
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| **Customer relationships** | * Uses thorough and advanced professional competence to support customers / stakeholders with problem solving and decision making about their needs and expectations.
* Understands scope of service offerings and can negotiate within boundaries.
* Able to effectively deal with sensitive and serious matters, respecting diversity and confidentiality requirements.
* Interacts with stakeholders.
* Uses understanding of relationships and needs to recommend changes to approach.
 | * Manages expectations of customers/ stakeholders, internal and external.
* Takes responsibility to effectively deal with complex customer relationship needs and expectations; with support as required.
* Establishes and maintains trust with stakeholders, demonstrating integrity and authenticity.
* Identifies implements and adjusts approach to meet needs of individual work areas.
* Shows flexibility and can adapt own approach in maintaining relationships with stakeholders.
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| **Personal accountability** | * A detailed understanding of the intent and framework of compliance legislation, quality standards, policies & procedures relevant to the role.
* In-depth understanding of requirements for safe and healthy working, adheres to them, and makes a positive contribution to the organisation work environment.
* Identifies and mitigates risks.
* Promotes the need to appropriately use financial and other resources.
* Markets and promotes organisation service offerings and organisation brand.
 | * Capably applies knowledge across the organisation in different contexts.
* Develops systems and reporting mechanisms to ensure identification of possible quality risks.
* Follows risk management policy and procedure.
* Mitigates risks based on professional judgement and expertise; escalates appropriately.
* Communicates and promotes the organisation, initiatives, services and products through networks and staff.
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| **Innovation** | * Exercises initiative and judgement, under guidance, to creatively improve service or product offerings.
* Is adaptable and resourceful.
* Understands organisation processes and quality principles, and applies improvement methods.
* Resolves standard problems in designated area.
 | * Creatively improves procedures and policies to increase quality of service delivery.
* Undertakes research to maintain knowledge of current quality practices in organisation, sector and other sectors.
* Makes recommendations utilising relevant industry and professional knowledge.
* Applies knowledge of the business of the organisation and sector.
* Recognises limitations of own knowledge and where to access information or external expertise.
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| **Experience and qualifications** | * A relevant tertiary qualification and/or equivalent experience (Diploma or above).
* Understands the need for professional learning of self and others; undertakes regular professional development to build skills to next level.
 | * Shows commitment to ongoing professional development.
* Attends appropriate development activities for role.
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## Functional requirements

| **Key responsibility areas**  | **Capability requirements** | **Key performance measures** |
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| **Community engagement** | * Arranges and coordinates local community engagement activities and plans and utilises local networks.
* Represents the organisation.
 | * Collaborates across the organisation with peers and with managers in other organisations.
* Represents the organisation and implements local/ regional level partnerships and capacity building programs.
* Facilities and maintains relationships with government agencies / community organisations, support groups or business.
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| **Service delivery, planning and execution** | * Able to connect with people with disabilities and other customers and builds sound relationships and functional credibility to support effective service delivery.
* Initiates and/or encourages actions which meet/exceed customer expectations.
* Can work effectively cross-functionally within the organisation.
* Uses appropriate interpersonal skills to ensure on-going customer satisfaction.
* Performs day to day operations and monitors progress to ensure deliverables are met.
* Assists in strategic planning and development work.
* Assists with implementation of available technologies and ongoing day to day operations.
* Monitors and reports on outcomes and cost effectiveness of contracts / service agreements being delivered on in relevant area or function.
 | * Establishes systems that ensure service delivery quality standards are being met, as measured through customer and staff feedback and survey data.
* Actively find ways to include the people being supported in the development of service / function delivery procedures and in the sourcing of service quality feedback.
* Ensures quality reporting systems effectively measures the quality of the service or compliance with contractual obligations, as appropriate.
* Participates in discussions/meetings and advises on contract obligations.
* Has plans in place designed to meet operational objectives for the team.
* Monitors and meets agreed targets for budgets and service quality and outcomes.
* Makes operational decisions that are sound and consistent with service and customer requirements.
* Utilises systems to capture service data.
* Rolls out agreed outcome measures for services delivered.
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| **Risk management** | * Complies with external requirements and internal policies and procedural guidelines.
* Analyses the relevant business environment to identify current and emerging risks and compliance issues.
* Undertakes standard risk assessment to determine the level of risks to the organisation/function.
* Seeks advice as needed.
 | * Applies the organisation’s risk framework in day to day work and supports business areas in applying the risk framework.
* Identifies and proactively plans for compliance and risk issues and concerns.
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| **People management** | * Leads a team with diverse responsibilities / complex service coordination**/** case management responsibilities.
* Inspires, motivates, coaches, mentors evaluates performance of self and team.
* Creates a positive learning and development culture.
* Understands and applies contemporary HR practices.
* Collaborates with HR / senior management on HR matters.
 | * Sets objectives for the team and has monitoring systems in place to ensure objectives are being met.
* Achieves positive outcomes and meets business performance targets through effective staff performance appraisal processes and development.
* Puts in place resources to enable team to complete appropriate training.
* Reviews team job roles, work flows, responsibilities and duties as required.
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| **Financial management** | * Where applicable ensures budgets are prepared, monitored and corrective action taken where necessary.
* Identifies and interprets causes of financial and operational trends to senior management.
* Understanding and adhering to specific funding guidelines / pricing under the NDIS.
 | * Prepares budget / financial information as required.
* Manages, monitors and regularly reviews service or function provision and expenditure to meet budget expectations.
* Monitors and updates customers financial monthly statements.
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| **Organisation relationships** | * Actively contributes to organisational management team and projects as required.
 | * Contributes to management team processes.
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