

Position Description

People & Capability Manager

Our Vision	Our Mission
An organisation which seeks to partner and collaborate with mana whenua to honour the treaty covenant through providing culturally informed services to deliver wellbeing to all	Motivated by Christ's love, SST journeys with people to find a place of standing, hope, recovery and wellness
Core Values	
<p>Faith – supporting clients & staff to explore belief in God as a pathway to wellness</p> <p>Grace – accepting & respecting people regardless</p> <p>Hope – every person has value, potential and new possibilities</p> <p>Love – being professional and showing respect in all of our relationships</p> <p>Integrity – practicing accountability with each other and stakeholders</p>	

Role, Purpose and Scope of Role

The People & Capability Manager (PCM) reports to the CEO and is a member of the Senior Management Team. The PCM is actively involved in management level decision making, drives new and better ways of operating SST's core people processes and contributes to the overall wellbeing and progress of the organisation.

The PCM provides specialist HR advice and expertise and overall leadership accountability for excellence through people, by ensuring SST has the best people operating to the best of their abilities. In achieving this the PCM will develop and implement the people capability strategy. They will create, nurture and develop an engaged and high performing work force, coach managers to be empowered to proactively manage their people effectively & confidently and to ensure the people related policies and procedures are best practice and executed consistently throughout SST.

This is a significant role within the management team with responsibility to the CEO. It is expected the PCM maintain a high level of professionalism and integrity, display a positive attitude and a team focus, be enquiring and articulate and the ability to lead and deliver ongoing business improvements

Services Context

SST is a large faith based provider of community mental services in Christchurch and has grown out of community vision from Southwest Baptist Church to serve those with mental health issues.

The trust services over 500 people each week from 13 different sites covering residential care through to in home community support. It employs around 135 staff with roles from housekeeping through to professionals e.g. nurses, social workers.

Many staff work outside of standard work hours; a number work a 24/7/52 roster to meet people's needs. SST is a recovery philosophy based, resilience and time limited service to help and support people and their whanau who are experiencing severe mental illness and are an identified consumer of public Mental Health Services.

Key Relationships

Accountable to

- CEO
- Members of the Senior Management Team (SMT)

Delegated authorities

Financial – Budget & Expenditure limits

In consultation with the SMT & working with the Finance Manager, manage services financially as per financial policies, approved budget and expenditure Limits.

People Capability

Oversite of People & Capability and administration support staff

Internal Relationships

Interactions within SST	The purpose and frequency of these interactions
CEO	<ul style="list-style-type: none"> • As required to provide expert information and advice and meet the planning and implementation of service delivery targets and requirements. To protect the organisation and to communicate labour market trends.
Senior Management Team	<ul style="list-style-type: none"> • As required to receive and give advice/feedback around the functional needs of services
Services Manager's	<ul style="list-style-type: none"> • Daily – to communicate the People and Capability operational needs of the service
Other Staff	<ul style="list-style-type: none"> • As required to achieve service delivery targets and requirements targets

External Relationships

Interactions outside of SST	The purpose and frequency of these interactions
Relevant Regulatory Agencies	<ul style="list-style-type: none"> • As required e.g. Police (Vetting, VCA), MBIE, DHB, ACC
Professional Networks and contacts	<ul style="list-style-type: none"> • Participate in networking and collaborative, interagency activities; Unions, Lawyers, other HR specialists
External Contracts	<ul style="list-style-type: none"> • As required e.g consultants, service providers, staffing agencies

Other Duties

Notwithstanding any respective definition or classification of employment, the employee may be required to undertake other lawfully permitted duties.

Key Result Areas

1 SST Policies & Procedure

Key Measurement Criteria		Performance Measure	
1.1	Commitment to working within the framework of Stepping Stone Trust its vision, mission and values	1.1	Demonstrate alignment with vision, mission and values
1.2	SST policies & procedures are implemented & adhered to	1.2	Policy & procedures adhered to

2 Cultural Safety

Key Measurement Criteria		Performance Measure	
2.1	Commitment to the principles of the Treaty of Waitangi	2.1	Demonstrate within the workplace the practical knowledge and application of the principles of the Treaty of Waitangi
2.2	Clients / Staff are engaged without discrimination -including based on race, culture, religion, health, sexual orientation or age.	2.2	Client, Staff feedback
2.3	Support the development of a culture where employees feel cared for, respected & valued	2.3	Reflected in engagement survey and level of participation in org. events e.g. Team Days
2.4	Staff engagement surveys & resulting initiatives are managed effectively, reflecting SST values, attitudes, employment risk	2.4	Timely completion and reporting on

3 HR Policies, Procedures & Polices

Key Measurement Criteria		Performance Measure	
3.1	Develop policy & practice guidelines / standards and templates to ensure organisational functionality	3.1	HR policies and practices can be viewed / accessed among SST broader P&P suite
3.2	Work with managers to ensure compliance with HR policies & statutory requirements by ensuring managers receive appropriate advice & training	3.2	Meeting notes, issues outcomes documents note participation
3.3	Establish and facilitate appropriate consultation with managers & staff	3.3	per 3.2
3.4	Ensure relevant HR & legal/regulatory frameworks are known & practiced by all members of SST	3.4	Documentation and communication of those exist to demonstrate staff awareness

4 Facilitate Good Employee Relations

Key Measurement Criteria		Performance Measure	
4.1	In conjunction with payroll and finance, provide managers with regular reports on leave & necessary HR costings	4.1	Timely existence of reports
4.2	Liaise with unions & bargaining agents to support & maintain harmonious relations	4.2	Noted in monthly reports, emails, staff issue documentation
4.3	Provide an advisory service (all staff) around employment legislation & agreements / conditions of employment	4.3	Noted in diary entries, monthly report
4.4	Assist managers deal with Employment Relations (ER) issues, e.g. disputes, PG	4.4	Per 4.2
4.5	Negotiate employment agreements, within parameters defined by mgt.	4.5	IEA's are accurate to role etc. and are timely in file
4.6	Provide HR advice and assist with mgt. of change processes	4.6	Noted in e-mails, meeting minutes
4.7	To actively facilitate conflict resolution process	4.7	Per 4.2
4.8	To work collaboratively with staff providing transparent feedback & supervision	4.8	Per 4.2

5 Provide quality HR advice

Key Measurement Criteria		Performance Measure	
5.1	Ensure accurate and timely HR advice & info. is provided to the CEO & managers to enable consistent & informed HR decisions	5.1	Note in e-mails and SMT minutes
5.2	Managers are assisted & supported in the delivery of robust recruitment processes, performance development & management, remuneration, change management & other employee issues	5.2	Noted in monthly reports, emails, staff employment, minutes
5.3	Ensure delegated responsibilities are clearly communicated to managers & staff	5.3	Minutes & e-mails
5.4	Facilitate & participate in appropriate meetings, team briefings & information sessions	5.4	Per 5.3

6 Leadership

Key Measurement Criteria		Performance Measure	
6.1	Contribute to leading and maintaining SST's ethos and vision	6.1	Identified in minutes and other docs, meetings as playing an active role in meetings etc.
6.2	Model self-management demonstrating healthy, respectful relationships	6.2	Walk the talk. Setting an example by doing. Being an aspirational leader
6.3	Implement a 3-5year HR Strategic Plan – review annually	6.3	Plan in place as part of the broader organisational business plan
6.4	Support an organisation team culture based around collaborative practices	6.4	Team meetings and activities demonstrate culture development e.g. team retreat day, staff orientation
6.5	Increase people management capability in line managers and their relationship with employees as the primary relationship. Them before you.	6.5	Notable increase in doing with rather than doing for

7 Reporting

Key Measurement Criteria		Performance Measure	
7.1	With P&C staff ensure that HRIS system is fully utilised and relevant HR data is up to date & accurate.	7.1	Reports reflect current data efficacy and utility
7.2	Produce monthly & quarterly management report covering service FTE, # active service users per FTE etc. as required by CEO	7.2	Report is timely presented and comprehensive with accurate information
7.3	Complaints investigated and signed off	7.3	Noted in complaints documentation
7.4	Develop effective reporting that provides meaningful & relevant info. on people trends to senior management	7.4	Ref. e-mails, newsletters, minutes
7.5	Provide timely HR/ER advice to SMT re. organisational strategy; in particular, to change management strategies	7.5	Per SMT minutes
7.6	Completes and reports on a 1/4ly audit of staff files focused on HDSS/MOH regulation compliance.	7.5	Audit notes timely in audit file and reflect in 1/4ly report

8 Team Work

Key Measurement Criteria		Performance Measure	
8.1	Culture within the P&C team is actively developed to align supportively with the realisation of organisation goals	8.1	Contributes regularly and consistently in discussion/meetings – staff meetings
8.2	The P&C team's performance is managed effectively; members are accountable, focused on results and delivering as expected	8.2	Team objectives achieved, peer review. Developing towards annual organisation business goals

8.3	Provides professional P&C advice and input to SST	8.3	Notes in e-mails, minutes, reports indicating staff input into SST culture
8.4	P&C team members on L&D needs are supported & encouraged & their careers are developed	8.4	E-mails, notes, identification and participation in L&D activities notable
8.5	Actively participate in the SMT using this platform to share & respond to SST's P&C needs, as well analyse and plan for these in the future	8.5	SMT minutes

9 Staff / Performance Management

Key Measurement Criteria		Performance Measure	
9.1	Oversee & supervise the Performance Management processes of staff – define mgt. expectations, implications & consequences for inadequate Performance Management	9.1	Ensure process and templates are sound and accessible. Ref. emails and internal organisational communications (eg. snippets)
9.2	Ensure Performance Management of staff is timely, documented & follows good process	9.2	Performance issues are addressed early and process is recorded
9.3	Ensure all staff have professional/career development plan.	9.3	Annual Performance Appraisal. Document includes a Professional Development plan & goals for following year
9.4	Develop a culture of accountability & high-performance expectations	9.4	Performance Appraisal to be a monthly discussion not an annual review
9.5	Best practice recruitment & section practices are followed & managers are trained in behavioural interviewing techniques, using <i>People and Capability</i> for advice, support, documentation	9.5	Managers are confident in processing & interviewing staff and can move off script in interviews due to understanding principles
9.6	Oversite Payroll services. Payroll staff to support & advise Managers with staff issues (leave planning, sick utilisation, ACC etc.)	9.6	Engaged with payroll process, pre-payout payroll audit, problem solving pay issues
9.7	Ensure core organisational training is timely completed for staff e.g. Medications, 1 st Aid, CED, CEP etc.	9.7	Staff training records are signed off and correlate with HR records
9.8	Oversite/support Learning & Development to ensure onboarding, service orientation & employee continuous development is strategically & intentionally managed	9.8	L&D plans and process documented and current
9.9	Support & represent managers in any negotiations or disputes with staff & their union or agency representatives	9.9	Noted in meeting minutes
9.10	Advise managers on performance or employment relationship problems & help them implement disciplinary and/or other actions as needed	9.10	Noted in e-mails, issue documents, minutes
		9.11	Noted in relevant documents

9.11	Coordinate & as required undertake a range of HR processes e.g. accident reports, induction, exit interview	
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10 Professional Development

	Key Measurement Criteria	Performance Measure
10.1	Identifies own professional development needs & training opportunities in consultation with the CEO	10.1 Evidenced in participation in training & development, training records
10.2	Undertakes regular supervision or mentoring as per SST policy and needs and experience determines.	10.2 Supervision reports
10.3	Completes PD sufficient to remain professionally accredited	10.3 Professional accreditation n is maintained

11 Health, Safety and Risk

	Key Measurement Criteria	Performance Measure
11.1	Know & practice H&S policy.	11.1 Implements H&S Policy e.g. risks noted
11.2	With service orientation understand fire drills & civil defence emergency procedures	11.2 Fire and emergency procedures drills occurred as scheduled. Check & note Civil Defence resources 6 monthly as required.
11.3	Adhere to accident/incident reporting system	11.3 Accident/Incidents are reported
11.4	Ensure self/staff are trained to use equipment correctly, & with proper care and attention	11.4 Equipment issued correctly as per training
11.5	Know & practice relevant work place quality standards subject to Audit	11.5 Service adherence to quality standards is positively reflected in internal & external audits
11.6	Ensure own & others safety at all times	11.6 Evidence as appropriate in H&S documentation
11.7	Participate as needed to bring HR perspective into H&S discussion	11.7 Noted in documentation

12 Service Specific KPI's

	Key Measurement Criteria	Performance Measure
12.1	Contract Adherence	11.1 Target outcomes and service compliance meet contractual requirements
12.2	Finance Management	11.2 Minimum monthly consults with Finance Manager to ensure staffing is within budget
12.3	People Management	11.3 All aspects of P&C for SST are noted and reported on monthly & 1/4ly
12-4	Service users	11.4 Service users receive a quality service shown through reduced complaints, incidents and improved audit compliance

Working Environment and Physical Demands

Stepping Stone Trust aims to provide a safe workplace, where nobody is placed in an environment or asked to do anything which will result in physical or mental harm. Here are some environments and potential hazards that might be encountered in this role.

Those in **bold** represent the likely environments of this position

Office	Residential facilities	Outdoors
Vehicle	Client's homes	Community
Hospital	Offices of Specialist Services	

Those in **bold** represent the likely hazards of this position

PHYSICAL	BIOLOGICAL	TEMPERATURE
Mechanical handling Stacking and storage Transportation (car etc) Confined space / working at heights Ventilation Working at heights in walkways and aisles Equipment guards Energy isolation Noise Vibrating platforms	Insects Bacteria / Virus Animals (e.g. Dogs, Rats)	Extremes of heat or cold Hot substances / products Fire hazard
	CHEMICAL	PHYSIOLOGICAL (Factors that may contribute to stress and / or fatigue)
	Chemicals and other substances Mist Dust Dangerous Goods	Periods of significantly increased intensity or duration of workload Organisational demands of work (e.g. 24 hour availability) Tight deadlines Provision of support to others during peak periods Shift work
LIGHTING	POWER SYSTEMS	EMERGENCY RESPONSE
Lighting levels	Electrical Hydraulic	Responsible for items to be secured e.g. earthquake Evacuation routes
ERGONOMIC	RADIATION	PSYCHOLOGICAL
Manual handling Work station set-up	Microwave Infra –red, ultraviolet	Periods of increased intensity or duration of workload Tight deadlines Resistance to change Aggressive staff demands

Those in **bold** represent the essential physical requirements of this position

TYPE	FREQ.	TYPE	FREQ.	TYPE	FREQ.
Sedentary – sitting	F	Stooping	O	Lifting / manual handling	O
Pulling	R	Kneeling	O	Grasping	R
Crouching	O	Typing	F	Crawling	R
Talking	F	Reaching	O	Hearing	F
Standing	O	Repetitive hand motions	R	Fine finger motions	F
Walking	F	Pushing	O	Driving	O
Climbing	R	Other – please record:			

Note: **C** = Constantly: 67-100%; **F** = Frequently: 34 – 66%; **O** = Occasionally: 1 – 33%; **R** = Rarely: 0 – 1%

Those in **bold** represent the visual requirements of this position

Close vision	Distance vision	Colour vision
Ability to focus	VDU	No special vision requirements

Verification

We agreed that this Position Description accurately reflects the key responsibilities of the position of People & Capability Manager at today's date.

Manager's Name:

Manager's Signature:

Date:

Employee's Name: (Insert Employee's full name)

Employee's Signature:

Date:

This Position Description will be reviewed at least once a year during the course of the Performance Review Meetings. Any changes which need to be made will be signed off by the CEO

Education and Qualifications

You will have a L7 qualification in Human Resources (or a related discipline) and preferably a chartered membership with a professional governing body e.g. HRINZ.

You will be able to demonstrate relevant and ongoing PD attendance.

Technical or Professional Knowledge, Skills and Experience

<p>HR Experience</p>	<ul style="list-style-type: none"> • Brings a minimum & credible 5 years' HR experience in a senior advisor / business partner / manager role, preferably in people focused/NFP services. • Within the HR generalist scope demonstrate skills in at least two core HR areas e.g. Change Mgt., Employment Relations, Performance Mgt. • Can demonstrate technical HR skills through the provision of examples of best practice work outcomes achieved • Can review practice & write policy, procedures to inform that
<p>Legislation</p>	<ul style="list-style-type: none"> • Competent knowledge and understanding of relevant NZ employment legislation/acts e.g. (ER, EEO, Privacy, Hum. Rights, WorkSafe, Holidays) • Experience in a unionised environment • Has negotiation and contract management experience (advocates, lawyers, organisers) • Experience progressing work/process issues within legislative guidelines
<p>Leadership</p>	<ul style="list-style-type: none"> • Confident to strategically lead & motivate best practice HR concepts organisationally • Strongly leads & motivates P&C team members to achieve excellence in customer service & operations & to provide effective team management • Strong interpersonal skills, including group and team work • Confident using the Internet and web tools. • Significant employment relations experience • Makes insightful, timely decision in difficult, high complex situations that have broad organisational impact
<p>Business Acumen</p>	<ul style="list-style-type: none"> • Understanding of financial management with the ability to engage with managing cost centres, budget processes • Highly developed written & oral communication, good presentation and facilitation skills • Demonstrate business knowledge & how organisations work – views the 'big picture', understands outside influence - can provide detail as needed • Can think and act cross functionally • Can report with sound HR analytics on key HR areas • Practical knowledge in payroll systems – legislation and process needs • Experience in implementing, maintaining and improving relevant systems and procedures

General Competencies (behaviours) and attributes

<p>Alignment to Core Values</p>	<ul style="list-style-type: none"> • Personal alignment to the vision, mission and core values of SST reflect through a personal faith journey • Demonstrate commitment to SST core values of Faith / Grace / Hope / Love and Integrity through respect for and ability to work within the SST mission, principles and Christian ethos. • Ability to promote a work culture based on Christian values and encourage where appropriate the Christian faith journey of all staff and service users
<p>Teamwork</p>	<ul style="list-style-type: none"> • Maintains healthy team relationships that positively influence client and organisational culture; especially conflict management; personality differences and the importance of positive relationships to achieve outcomes • Aligns with team's values and composition; aware of own strengths and how they affect others in the team • Works collaboratively; can build strong relationships with a range of people • Ability to delegate tasks whilst maintaining responsibility for the final result • Demonstrates professional & pastoral support for staff • Ability to plan work programmes for staff
<p>Work Progress</p>	<ul style="list-style-type: none"> • Good time management and ability to self-direct, manage and set priorities • Can implement own and other's ideas • Committed to Quality Improvement
<p>Communication</p>	<ul style="list-style-type: none"> • Develops rapport easily; addresses issues positively; competent in verbal and written communication • Able to discuss strategic and sensitive issues • Shares Knowledge • Communication - strategically uses communication to produce enthusiasm and foster an atmosphere of open exchange and support • Excellent and accurate numeric, written and oral communication • Competent/Intermediate use if software tools – MS Word, Excel, PowerPoint, Outlook, HRIS.
<p>Adaptability</p>	<ul style="list-style-type: none"> • Is aware of changes in service delivery needs from funder and adjusts strategies to reach a result • Has a professionally developed intuition around clients, their needs and life context • Problem solver – assesses situations, decides on a course of action and implements this
<p>Personality</p>	<ul style="list-style-type: none"> • Attitude – Compassionate and Caring / Honest / Optimistic / Professional / Resilient / Flexible / Tenacious • Tact / Discretion / Confidentiality • Excellent ability to problem solve. • Good health and fitness • Sense of humour • Teachable – desire to learn and apply best practice