



JOB DESCRIPTION

POSITION:	OPERATIONS MANAGER
RESPONSIBLE TO:	Whakatipuranga Rima Rau Trust Board, through the nominated Board representative
LOCATION:	New Plymouth
FUNCTIONAL RELATIONSHIPS:	<ul style="list-style-type: none">• WRR Board of Trustees• Health and disability sector employers - public and private• Education sector - Intermediate, Secondary and Tertiary• Social services sector• Taranaki Iwi groups• Maori organisations• Funding agencies
DATE:	February 2012

1. ORGANISATIONAL BACKGROUND

WRR is an inter-sectoral initiative made up of representatives of Te Whare Punanga Korero (a health forum representative of the eight iwi of Taranaki), the Ministry of Social Development, and the Taranaki District Health Board. Other important funding stakeholders are the TSB Community Trust and Te Puni Kokiri. Together the parties have made long-term commitments to achieving the goals of WRR. Relationships with a wide range of other stakeholders are required to enable achievement of the project's aims and objectives.

The vision of the Whakatipuranga Rima Rau Trust (WRR) is that

“Taranaki has a competent, skilled Maori health and disability workforce equal in proportion to its population share”.

The vision is driven by the significant inequalities in health status between Taranaki Maori and non-Maori, and evidence to the effect that health services are more effective where there is ethnic concordance between service delivery and receivers of care. Currently (December 2011) the Taranaki Maori health and disability workforce makes up approximately 7% of the total Taranaki health and disability workforce, while Maori make

up almost 16% of the Taranaki population. By 2016 Maori are projected to make up 21% of the local population.

WRR's contribution to its vision is:

“To create 500 employment opportunities for Maori
within the Taranaki health and disability sector over the next 10 years”.

2. TREATY OF WAITANGI

The WRR Trust is committed to assisting the Crown meet its obligations to Maori as promised under the Treaty of Waitangi. WRR reflects the principles in numerous ways, including:

- Te Whare Punanga Korero representation exercises kaitiakitanga of the Treaty principles at the strategic governance level;
- Maori participation in decision-making is achieved at all levels, at strategic governance through board membership, at operational management and through program implementation. WRR takes a proactive approach to Maori recruitment in its own recruitment practices;
- The project itself aims to increase Maori presence in health and disability services to strengthen the ability of the sector to fully implement the Treaty principles.

3. PURPOSE OF POSITION

Reporting to the Whakatipuranga Rima Rau Trust Board, this is a full-time role responsible for working with a wide range of Maori health and disability workforce stakeholders on developing and implementing programs “to create 500 employment opportunities for Maori within the Taranaki health and disability sector over 10 years.”

The WRR Trust identifies three significant work-streams to be developed and implemented:

- i. “WHYORA” is a broad concept that socialises and supports ‘health as a career’ across the workforce development pipeline. It incorporates support for whanau involved in intermediate, secondary and tertiary education and envisages multiple supports at any point along the workforce development pipeline;
- ii. The EMPLOYMENT work-stream requires development and implementation of programs that connect the Maori workforce with potential employers and supports whanau members into the workforce, developing workforce agreements with key employers and developing packages of support for prospective employers recruiting Maori;
- iii. The FOUNDATION work stream incorporates the functions of workforce information and database management, communications, relationships and provision of back-office support to the WRR project as a whole.

Each work-stream is significant on its own account and as such the Trust envisages that each will require strong program management. The Operations Manager is responsible for the whole operation and may be required to take specific responsibility for one of these work-streams.

The initial term has a strong emphasis on developing WRR business systems including financial management, information databases and systems, vacancy management

systems and workforce agreements and HR management. Therefore a strong understanding of these requirements and ability to lead these developments is required, as is the ability to use information to drive success.

The extent to which WRR is resourced to deliver on its goals is dependent on sourcing the required funding. This includes resourcing of WRR's own infrastructure. The Operations Manager is expected to take a leading role in sourcing funding and for tailoring WRR programs according to the level of funding secured.

A review of the project will be required after three years to assess progress to date and determine infrastructure requirements for the remainder of the project term.

4. DIMENSIONS

The Operations Manager is responsible for building the WRR infrastructure. As well as staff employed by WRR, other resources may include staff seconded from partner and other agencies.

The WRR budget reflects funding commitments made by WRR funders. The indicative budget for 2012-13 is \$695k, for which funding applications have or need to be submitted.

It is the responsibility of the Operations Manager to source infrastructure and program resources and to manage program delivery within the parameters of the resources sourced.

5. JOB ENVIRONMENT / CHALLENGES

The position is the senior management position in the organisation reporting directly to the WRR Trust Board through its nominated representative.

The major challenges of the position are:

1. To increase the Taranaki Maori health and disability workforce as a significant contributor to improving Maori health and the well being of the Taranaki community as a whole.
2. To operate effectively in an environment in which there are significant stakeholders who have conflicting needs and expectations.
3. To model the desired behaviours required of senior management and hold the team accountable to do the same.
4. To co-ordinate the direction and objectives of the team to achieve desired overall outcomes.
5. Promote and drive constructive initiatives that are focused on achieving the goals and objectives of the Trust.
6. Build strong relationships and agreements with the Taranaki health and disability sectors, the education sector and in the community with particular emphasis on the Taranaki Maori Community.
7. Achieve contractual requirements and high level of delivery performance within resource constraints.
8. Ensure WRR's risk profile is reduced or managed appropriately to limit exposure.

5. MANAGEMENT ACCOUNTABILITIES

The following accountabilities are applicable to the Operations Manager in this leadership role. These accountabilities may change to reflect changes in the organisational goals and strategic focus.

Management Accountabilities	Associated Measures / KPI's
<p>Operational Management Plan, direct, and evaluate the day to day operations of the WRR Trust ensuring that performance is maintained across all work-streams.</p>	
<ol style="list-style-type: none"> 1. Manage operational systems, processes and policies to advance the Trust's mission including: <ol style="list-style-type: none"> a. organisational planning, monitoring and review b. financial management, planning, budgeting, systems and controls; c. information and information systems management including database management; d. management of business processes e. WRR Human Resource management 2. Manage regular management reporting to the WRR Trust Board and manage funder reporting requirements. 3. Develop and manage a WRR Communications strategy. 	<ul style="list-style-type: none"> • 360° feedback • Vision and mission • Approved Plans
<p>Financial Management and Performance Establish and maintain effective financial control of the Trust's finances and continually seek opportunities to increase revenue and reduce costs. Achieve agreed financial targets.</p>	
<ol style="list-style-type: none"> 1. Prepare the annual budget for Board approval; 2. Manage the organisations finances within generally accepted accounting practise and standards; 3. Source funding opportunities and prepare funding applications for approval as per the Trust's Delegated Authorities Policies 4. Present monthly financial reports including budget variance; 5. Contribute to annual financial audits and cooperate with the auditor to ensure audit requirements are met; 6. Exercise delegated authorities as per the Trust's Delegated Authorities Policies and ensure general compliance with same. 	<ul style="list-style-type: none"> • Approved budget • Financial reporting • Budget variance • Revenue generated • Non-qualified audit
<p>Policy Development and Implementation Ensures the ongoing development of policies related to the strategic direction of the Trust and ensure successful implementation.</p>	
<ol style="list-style-type: none"> 1. Ensures ongoing strategy and policy development, update and 	

<p>review;</p> <ol style="list-style-type: none"> 2. Ensure adherence to the Trust's policies and procedures and those of other organisations that support WRR operations; 3. Actively promote and encourages staff to develop and maintain quality systems. 	<ul style="list-style-type: none"> • Internal reviews
<p>Risk Management, Health & Safety Provide a safe and healthy environment for employees, students and other manuhiri</p>	
<ol style="list-style-type: none"> 1. Ensure commitment to Health and Safety Policies and procedures of the Trust and other host organisations; 2. Provide leadership and advice to ensure accreditation requirements are met; 3. Actively promote and encourage staff to reduce injury accidents through the elimination of workplace hazards 4. Contribute to maintenance of health and safety standards and obligations with the host site 5. Ensure the Trust has appropriate insurances in place to protect against potential business risks 	<ul style="list-style-type: none"> • Health & Safety policy and procedures • Lost time from injuries
<p>Team Performance To ensure the WRR goals and objectives are met through the efforts of the WRR team.</p>	
<ol style="list-style-type: none"> 1. Manage all aspects of WRR's human resource requirements; 2. Actively "role model" the team approach and a commitment to alignment and consistency across all work-streams; 3. Set clear performance expectations for all the team and undertake annual performance assessments or all members. 	<ul style="list-style-type: none"> • Annual and strategic objectives achievement
<p>Stakeholder Relationships and Account Management Ensure strong partnerships are in place to achieve expected results.</p>	
<ol style="list-style-type: none"> 1. Actively promote partnership relationships and interface amongst WRR, TDHB, MSD, TPK, TSB Community Trust, education sector and other funder stakeholders in workforce development; 2. Build positive relationships and work collaboratively with health and disability sector employers to maximise employment opportunities for Maori; 3. Build and maintain positive relationships with educational institutions as stakeholders in building career pathways for students; 4. Build and maintain positive relationships with Maori organisations as stakeholders in whanau, hapu iwi and Maori workforce development; 	<ul style="list-style-type: none"> • Ongoing consultation • Expected outcomes are achieved in a timely manner • Partnership Relationship agreements • 360o feedback • Communications

<ol style="list-style-type: none"> 5. Maintain high levels of visibility and approachability in the community; 6. Represent the WRR Trust in collaboration with other public and private stakeholders; 7. Present program objectives to individuals, groups, businesses, agencies, and organisations to encourage their cooperation and participation and to solicit suggestions and feedback; 8. Utilise media to publicise programs and developments; 9. Ensure inquiries, requests, and complaints are responded to in a timely manner. 	<p>Plan objectives</p>
<p>Program Management Ensure programs of the WRR Trust deliver on its strategic vision.</p>	
<ol style="list-style-type: none"> 1. Ensure programs are well developed, defined and implemented to achieve best outcomes for the Maori health and disability workforce; 2. Interventions and actions are focused on potential workforce needs; 3. Balance the expectations of the potential workforce with those of educational institutions and employing agencies; 4. Monitor satisfaction / dissatisfaction with program activities of students, employers, funders, education institutions and others through robust feedback systems. Ensure findings inform continuous program improvement; 5. Regularly monitor and report on achievement of overall Trust outcome goals. 4. Develop and promote WHYORA and all its components as the principle WRR 'health as a career' agenda; 5. Develop workforce development plans and agreements with key health and disability employers 6. Develop vacancy management systems and tools to maximise opportunities and track placements 7. Develop packages of support for prospective employers including wage subsidies 8. Provide reports to Board on progress with meeting employment targets 6. Promote WRR as a workforce strategy and industry partnership 	<ul style="list-style-type: none"> • “How much did we do” – RBA framework • “How well did we do” – RBA framework

7. **COMPETENCY REQUIREMENTS**

Competencies are the skills, knowledge and behaviours demonstrated by a person performing on the job. Competencies identify what makes a person most effective in a role. Those listed below are expected of the Operations Manager.

The required competencies can change as the organisation develops and the roles change.

Competencies
Provides vision and purpose Creates and communicates a compelling vision of the future. Translates the vision into clear and meaningful strategies and specific priorities, which help others to focus their efforts
Team Leadership Inspires others, acts as a role model, creates excitement and commitment
Teamwork and Co-operation Works to build team spirit, facilitates resolution of conflict within the team, does not avoid conflict (confronts it), promotes/protects team reputation
Relationship Building and Interpersonal Effectiveness Uses relationship to add value to the organisation or gain mutual advantage, influences others, establishes common ground
Te reo me ona tikanga Able to demonstrate appropriate Maori competencies including language and protocol
Planning and Implementation Co-ordinates multiple complex issues/projects, links actions to vision/goal, manages competing demands for resources
Flexibility Makes changes to team to suit situations, able to modify resources to suit situation
Problem Solving and Decision Quality Identifies innovative solutions to problems, generates ideas not constrained by traditional views. Makes sound and timely decisions.
Confidence Demonstrates confidence in risky situations, gains acceptance and agreement for new ideas, gains commitment despite identified risks
Customer Commitment Takes a long term perspective, accepts short term loss for the sake of long term relationship, seeks long term mutual benefit, acts as advisor to customer, works with customer to make decisions, enlists assistance of other divisions to benefit customer.

Competencies
<p>Building Potential and Talent</p> <p>Provides learning opportunities for others, enables others to solve problems for themselves, delegates tasks to provide learning or development</p>
<p>Goals and Achievements</p> <p>Willing to take risks to improve the performance of the organisation. Will drive through actions and aims to achieve outcomes.</p>

8. KNOWLEDGE AND EXPERIENCE

To be effective in this role you will need to demonstrate:

- Leadership and vision in managing staff and major projects or initiatives
- Excellent communication, strategic planning and decision making skills
- Strong background and experience in operational management including financial management
- A good understanding of the health and disability sectors as well as the education and employment sectors
- A good understanding of the drivers of Maori health and disabilities workforce development
- Proven experience working with employers in developing workforce development solutions
- Proven experience working with Maori
- A good understanding of Taranaki tikanga and ability to korero Maori while not essential, is highly desirable
- Is IT savvy
- Excellent communication skills both verbal and written
- Excellent knowledge of contracts and account management
- Excellent interpersonal skills and a collaborative management style
- Commitment to high professional ethical standards and a diverse workplace.