# Ministry of Social Development logo

#  Manager Client Service Operations

#  Client Service Delivery

### Our purpose

**Manaaki tangata, Manaaki whānau**

We help New Zealanders to be safe, strong and independent

### Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

### Our strategic direction



### Our Values



### Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi.  We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

### The outcomes we want to achieve

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| New Zealanders get the support they require | New Zealanders are resilient and live in inclusive and supportive communities | New Zealanders participate positively in society and reach their potential |

### We carry out a broad range of responsibilities and functions including

* Employment, income support and superannuation
* Community partnerships, programmes and campaigns
* Advocacy for seniors, disabled people and youth
* Public Housing assistance and emergency housing
* Resolving claims of abuse and neglect in state care
* Student allowances and loans

### He Whakataukī\*

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| Unuhia te rito o te harakekeKei hea te kōmako e kō?Whakatairangitia, rere ki uta, rere ki tai;Ui mai ki ahau,He aha te mea nui o te ao?Māku e kī atu,He tangata, he tangata, he tangata\* | If you remove the central shoot of the flaxbushWhere will the bellbird find rest?Will it fly inland, fly out to sea, or fly aimlessly;If you were to ask me,What is the most important thing in the world?I will tell you,It is people, it is people, it is people |

\* We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī

## Position Purpose

The Manager Client Service Operations provides daily client facing operational leadership and management within the Service Centre, by maintaining a high-performance people centric culture that delivers the range of MSD services and products to clients, meets current and future expectations and demand for services, and contributes to sustainable client outcomes that align to MSD strategic priorities.

Location

Service Centre

Reports to

Manager Client Service Delivery

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| Key Accountabilities People Leadership* Provide service centre staff with operational leadership and direction which supports the MSD strategic direction.
* Think, plan, and act to engage the team in MSD’s purpose and position the team to meet daily demand for services achieving sustainable outcomes for clients.
* Reinforce accountabilities and expectations of behaviour and performance within the team, encouraging and rewarding innovation and celebrating success.
* Coach for high performance, supporting and enabling the service centre team in their development journey through Te ara piki.
* Manage planning for daily resourcing which provides for sufficient capacity and capability to deliver services to meet daily service demand, including workforce planning and workflow management.
* Contribute to people management activities for your team including recruitment, induction, and management of performance issues.
* Lead and support initiatives to increase responsiveness to Māori and actively work to include Te Ao Māori into daily ways of working, your team culture and our service culture.
* Your inclusive leadership style will promote diversity and inclusion, using diverse perspectives to enhance decision making and lead a people centred culture.
* Model and lead by example the MSD values and our people centric culture. Your team will incorporate the values in their everyday ways of working, understanding that how they do things and how they behave is just as important as what they deliver.

Delivering MSD Services and Products * Lead and manage team operations working collaboratively with the Manager Client Service Delivery to deliver sustainable outcomes to the Service Centre client population.
* Oversee workflow distribution, ensuring staff receive appropriate workflow, information, and tools to undertake their role effectively.
* Maintain a comprehensive and current understanding of MSD products and services and lead the continuous improvement of our service delivery to clients.
* Lead and promote a people centric service culture within the team, ensuring the right service systems are in place to ensure the client has a positive experience with every contact.
* Contribute to the management of feedback and reporting systems to monitor performance, ensuring that this is supported by coaching for high performance.
* Implement agreed systems and procedures for quality improvement and best practice initiatives.
* Lead the management and early resolution of complaints where possible through a people centric approach, including the identification of areas for improvement
* Co-ordinate the management and maintenance of the Review of Decision process, ensuring all processes and procedures meet legislative requirements.
* Ensure all MSD resources, assets and property are effectively and efficiently managed in a fiscally prudent and appropriate way that complies with relevant MSD Policy and Procedures.
* Deliver effective communication practices ensuring that staff are fully informed and consulted regarding daily operations and change initiatives.
* Ensure compliance with relevant legislation and MSD policy, procedures and guidelines and lead the continuous improvement of these to ensure they are fit for purpose and provide the appropriate settings for service development and delivery, in accordance with MSD strategy.

Change Leadership and Business Planning* Lead and communicate change in a clear, positive, and engaging way that inspires others to embrace change, take action and champion continuous improvement of our services. Capture opportunities, welcome innovation and celebrate success, as well as apply learnings when things don’t go as well as planned.
* Contribute to and implement business plans that deliver MSD and business unit strategic priorities and lead portfolio-based initiatives at a business unit or site level, as delegated by your manager.
* Provide leadership, direction and stewardship engaging with internal and where required external partners to achieve positive outcomes for clients.
* Give effect to Te Pae Tawhiti, Te Pae Tata and Pacific Prosperity in the development and implementation of change and business planning.

Stakeholder and Relationship Management * Build and maintain effective working relationships with key internal and external stakeholders and ensure the provision of accurate, timely, and relevant, services and information.
* Establish strong relationships with other business units and be a trusted advisor to the business.
* Work collaboratively with stakeholders to ensure we can deliver outcomes most effectively to our clients.
* Demonstrate credibility and integrity in all working relationships based on mutual professional respect and ethics and ensure MSD values underpin your relationships across the business and with clients.
* Engage and collaborate with other Managers across the Service Delivery Group to ensure consistent levels of service quality and maximise the benefits of continuous improvement initiatives.
* Establish and maintain positive and progressive working relationship with peers, senior leaders, and colleagues at all levels across the wider Ministry service areas.
* Demonstrate good stewardship in the way you engage with stakeholders and interest groups building their trust and confidence in MSD.

Wellbeing and Resilience * Our people’s wellbeing is a primary focus. You will be expected to oversee their workload, ensuring they have the resources, information and tools required to do their job well.
* Lead and foster a wellbeing culture, including providing opportunities for staff to engage about health, safety and security matters that affect them, recognise and proactively support staff with issues impacting mental health and wellbeing, actively takes steps to integrate health, safety and wellbeing into the way we work including ensuring staff have access to key benefits.
* Lead a culture where people trust they can raise issues of concern safely and that as a leader you will respond to and deal with any inappropriate behaviour occurring in the workplace quickly and appropriately.
* Manage and support staff operating under a range of flexible working arrangements, ensuring that staff working from home are fully engaged and working safely.

Risk Management * Develop strategies to manage issues / risks as they arise and plan for risk areas that are inherent in what we do and the service we deliver.
* Have an understanding of the organisation’s risk management approach and apply this when assessing, elevating, and mitigating risks / issues.
* Identify risks, providing advice on actual or potential risks and impacts in a timely and reliable manner, directing problem solving, risk mitigation and issue resolution as required.
* Ensure relevant senior managers and decision makers are aware of risks and issues in a timely manner utilising a ‘no surprises’ approach.
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| Embedding Te Ao Māori  |
| * Embedding and building on Te Ao Māori within their leadership role.
* Create the conditions and an environment that support Te Ao Māori and Te Tiriti o Waitangi in all decisions to ensure Te Pae Tata is delivered and embedded in your business group.
* Enable team participation and active use of tikanga and Tiriti o Waitangi principles in the Service Centre daily environment and etiquette this leads to establishing a new normal.
* Ensure the service centre is a safe environment for the team to learn and practice using Te Ao Māori.
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| Health, Safety, and Security  |
| * Ensure Health, safety and security across the wider system works to effectively manage risks, that safety is prioritised at all levels and protects the safety and wellbeing of all staff and other people on site and when working off site or at home.
* Understand and implement your delegated manager accountabilities as outlined in the HSS Accountability Framework and that all legislative requirements are consistently met.
* Ensure health, safety, security and wellbeing policies and procedures are understood, followed, and implemented by all employees.
* Ensure incidents are well managed, staff wellbeing is prioritised and staff are supported, reporting in STAR and investigations occur with recommendations for improvement communicated and implemented in a timely way.
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| Emergency Management and Business Continuity |
| * Provide leadership in the delivery of government led initiatives in response to emergencies or incidents.
* Contribute to the emergency management and business continuity planning, confirming management of the critical functions that satisfy legislative and regulatory requirements, and service delivery obligations are in place during and after a disruptive event.
* Engage with sector agencies at a local and regional level to ensure connectivity and collective working relationships are in place to support activation of the Civil Defence Plan in a disruptive event.
* Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed, and implemented by employees.
* Systems are in place to support staff, clients, and communities during and after any high impact incident that occurs at a Service Delivery level.
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| Other * Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.
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| Know-how |
| * A tertiary degree level qualification in a relevant field or the equivalent work experience.
* Demonstrated skills and experience leading diverse team operations in a complex client facing and technical environment.
* Well-developed change management skills and the ability to influence and drive change that benefits the business and clients.
* Proven people leadership skills and ability to manage a specialised and diverse team including well developed people skills to manage performance, coach and develop staff.
* Excellent negotiation skills, able to influence others to see own point of view, gains agreement from multiple parties and finds compromise when necessary.
* Demonstrated customer service commitment, networking, and business relationship management.
* High level of technical understanding of MSD products and services.
* Strong problem-solving skills and the ability to exercise sound judgement in decision-making.
* Excellent communication skills, both verbal and written.
* Well-developed understanding and ability to apply relevant legislation, policies, and practices in a service delivery environment.
* Proven skills and experience building and maintaining effective internal and external stakeholder relationships.
* Significant knowledge and experience in the application of Health, Safety Security and wellbeing legislative obligations, policy, and procedures.
* An understanding of equity issues and the Treaty of Waitangi, and the implications of these working in partnership for improved client outcomes.
* Experience of working in partnership with whānau, hapū and Iwi (and community organisations).
* Experience in a public sector context and working knowledge of New Zealand machinery of government and government procurement policy.
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| Attributes* **Integrity** - High level of integrity, diligence, and ability to build trusting relationships.
* **Collaborative** - Facilitate collaboration and communication, through tools, and behavioural norms to improve the quality and number of collaborative discussions thereby enabling efficient completion of tasks and complex problems to be solved.
* **Accountable** - Delivers on their promises and holds themselves accountable.
* **Strive for** **Improvement** – Ensure continuous improvements through a flexible approach including problem solving, reflection and retrospection. This also applies to taking opportunities to learn and develop skills for yourself and the team.
* **Pride in Delivering Value** – Take pride in the development and delivery of work towards a shared goal that delivers value to the client.
* **Ability to Adapt to Change** – Be comfortable with ambiguity, and flexible adapting to changing demands and priorities.
* **Innovative** – Able to come up with creative solutions and inspires others to be creative.
* **Engaged** – Display a genuine interest in your team and their individual requirements around their support, care, and development.
* **Welcomes and Values Diversity** - Leads andcontributes to an inclusive working environment where differences are acknowledged and respected.
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| Key Relationships  |
| **Internal*** Regional Director
* Manager Client Service Delivery
* Service Delivery Regional teams
* Service Manager Client Service Support
* Manager Integrity
* Team Manager Capability and the Capability team
* Executive Assistant
* PSA and Nga Kaituhono delegates and representatives
* Review Committees
* Human Resources
* Other Ministry staff.

**External** * Other Government and non-government agencies
* Beneficiary Advocates and client legal representatives.
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| Other  |
| **Delegations** |
| * Financial – Yes
* Human Resources - Yes
* Direct reports – Yes

**Security clearance** - No**Children’s worker** – No* Travel may be required
* May require occasional after-hours work

**Position Description Updated:** September 2021 |