

# POSITION DESCRIPTION

Oranga Tamariki—Ministry for Children

Title:	Manager Residence Operations
Group:	Youth Justice Services
Reports to:	Kaiwhakahaere
Location:	Whakatakakopakai Residence, Auckland
Direct Reports:	Yes
Budget:	Yes

## OUR ORGANISATION

### About us

Oranga Tamariki—Ministry for Children is a Ministry dedicated to supporting any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. We also work with young people who may have offended, or are likely to offend. Our belief is that in the right environment, with the right people surrounding and nurturing them, any child can, and should flourish.

### Our vision

Our vision is: New Zealand values the wellbeing of tamariki above all else.

### Our purpose

Our purpose is: To ensure that all tamariki are in loving whānau and communities where oranga tamariki can be realised.

### The Oranga Tamariki way

We've introduced a new way of doing things. A way of looking at the world that guides everything we do:



### Our core outcomes

Our core outcomes are:

- All children and young people are in loving families and communities where they can be safe, strong, connected, and able to flourish.
- Improved outcomes for all children, especially tamariki and rangatahi Māori.

## BACKGROUND

Whakatakapokai is one of five Youth Justice Residences operating across Aotearoa that operate 24 hours a day, 7 days a week providing residential placements and programmes for rangatahi aged 13 to 19 years who have been charged with, or convicted of, an offence.

Whakatakapokai is strongly focused on achieving positive change in rangatahi through education, skill development, vocational programmes, and therapeutic interventions and using a Māori world centric view (Te Ao Māori). Our overall goal is that tamariki and rangatahi who come into our care are positively integrated back into their community and reduce reoffending with their mana restored. The services will be for all rangatahi.

## POSITION PURPOSE

The primary objective of this role is to support the Kaiwhakahaere in providing rangatahi in Residence with a safe and stimulating environment to live in, and address their needs; and a safe and motivating environment for staff to operate in.

The purpose of the role of Manager Residence Operations (MRO) is to lead and inspire a team of dedicated professional staff to ensure rangatahi receive quality youth justice services, that help rangatahi to take responsibility for their actions with the aim of reducing future reoffending.

The MRO will be the first response to incidents and coordinate all responses. They will ensure structured days that are stimulating and purposeful to meet the individual needs of rangatahi, balanced units (safe mix), risk mitigation and continuous learning to improve overall performance. This role will be highly visible to all Residential youth worker staff and rangatahi. The MRO will demonstrate our values in everything you do and drive a culture of continuous learning and reflective practice.

In addition, this role will be on call every second week/end providing senior leadership to the Residence after hours and nationally if required.

## KEY ACCOUNTABILITIES

Key Result Area	Key Accountabilities
<b>Leadership and management</b>	<ul style="list-style-type: none"> <li>- Lead and manage the Residence operational team to provide a stimulating and purposeful day ensuring a strong focus on delivering positive outcomes for rangatahi</li> <li>- Ensure a strong focus on outcomes for all rangatahi, especially rangatahi Māori, in the work of the Care team</li> <li>- Act as a first point of escalation in order to solve operational or procedural issues; management of escalations etc.</li> <li>- Foster people development by developing and implementing clear performance objectives, coaching, providing feedback, encouraging knowledge management and skills development</li> <li>- Manage workflow in conjunction with the Kaiwhakahaere by ensuring appropriate planning, prioritisation and re-prioritisation of work as required, ensuring that priority work is completed to an appropriate standard</li> </ul>

Key Result Area	Key Accountabilities
<b>Operational</b>	<ul style="list-style-type: none"> <li>- Monitor the outcome of operational procedures and identify opportunities for improving processes and practices</li> <li>- Manage relationships with other government agencies, NGOs, community, iwi and key stakeholders to ensure effective engagement in the operational residence work programme</li> <li>- Undertake the selection and recruitment of direct reports, and the determination of responsibilities and performance standards</li> <li>- Lead your people and engage with others in ways that help us navigate the future</li> <li>- Lead in a public service context, contributing to a better New Zealand</li> <li>- Demonstrate leadership characteristics such as honesty, courage, curiosity, resilience, self-awareness and agility</li> <li>- Understand and implement your manager Health, Safety and Security accountabilities</li> <li>- Ensure health, safety and security policies and procedures are understood, followed and implemented by all employees to promote a safe and driven environment.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>- Work with the Team Leader Logistics in managing the resourcing of the shifts, ensuring they are all well-staffed and that the shift is structured, stimulating, rewarding, fun and safe</li> <li>- Identify and mitigate/manage risks and issues, actively manage quality, and take opportunities for service and practice improvement</li> <li>- Manage to completion, all incidents in a timely manner, ensuring staff and rangatahi feel well supported</li> <li>- Ensure constant compliance with legal and regulatory requirements and/or prescribed policies and procedures</li> <li>- Ensure on-shift safety, security and risk management plans are maintained and implemented</li> <li>- Identify practice gaps, develop solutions and deliver the appropriate outcome sharing them nationally across the Youth Justice Residences</li> <li>- Drive and implement innovation throughout the Residence</li> <li>- Work with the Kaiwhakahaere to proactively control implementation operations, managing resources, time, quality, budgets, risks, issues and dependencies</li> <li>- Work with the Kaiarahi, care team and whānau to ensure rangatahi are engaged with their communities</li> <li>- Facilitate and monitor adherence to, and consistency with the Residences service model, service principles and standards and legislative requirements</li> <li>- Work closely with the other Manager Residence Operations, ensuring learnings are shared</li> </ul>

Key Result Area	Key Accountabilities
<b>Process Improvement</b>	<ul style="list-style-type: none"> <li>- Fulfil the administrative and management requirements of the role.</li> <li>- Develop, maintain and update process documentation (working in collaboration with the Residence Leadership Team) and communicate to stakeholders as appropriate</li> <li>- Review processes to ensure they are effectively managed by the Kaiarahi</li> <li>- Monitor and evaluate the performance levels within the team with a view to identifying ways of improving performance levels</li> <li>- Investigate and document root causes of process irregularities, to inform prevention of future reoccurrences and to improve processes</li> <li>- Contribute to the client service delivery strategy with a view to improving performance</li> <li>- Look for opportunities to maintain and raise the knowledge of the Kaiarahi within the Residence and the wider Youth Justice team including training coordination and needs analysis.</li> </ul>
<b>Financial Management and Systems</b>	<ul style="list-style-type: none"> <li>- Ensure the timely and accurate preparation, negotiation and establishment of operational budgets</li> <li>- Manage and report on finances, budgets (including variances) and resources utilisation</li> <li>- Identify and address financial and budgetary issues</li> </ul> <p>Ensure the Ministry's reporting and audit standards are met in all aspects of the team's work.</p>
<b>Cultural competence</b>	<ul style="list-style-type: none"> <li>- Demonstrate an understanding of, and commitment to, the Oranga Tamariki Māori cultural framework</li> <li>- Learn, understand and practice Whakamana Tangata through everyday practice</li> <li>- Understand and apply the principles of Te Tiriti o Waitangi</li> <li>- Understand and practice s7aa of the Oranga Tamariki Act and meeting the aspirations of Māori</li> <li>- Demonstrate an understanding of tikanga me te kawa o mana whenua me Tainui iwi katoa</li> <li>- Participate confidently and competently in situations that involve Maturanga Māori and Te Reo Māori</li> <li>- Understand and appreciate cross-cultural issues and concerns, in particular, knowledge of tikanga Māori, and Pacifika culture</li> <li>- Ensure engagement with staff, rangatahi and whānau is underpinned by cultural awareness, sensitivity, knowledge, skills and behaviours</li> <li>- Commit to on-going development in cultural competence in working with Māori and other cultures</li> <li>- Demonstrate active consideration of incorporating and representing Te Ao Māori in day to day work.</li> </ul>

Key Result Area	Key Accountabilities
<b>Health, Safety and Security</b>	<ul style="list-style-type: none"> <li>- Ensure that a safe and secure working environment is maintained for self, colleagues and residents, by following Health and Safety policies and practising safe work methods</li> <li>- Ensure the safety of rangatahi in our care</li> <li>- Ensure the Residences provide a safe and secure environment and provide safe containment, security and planned individual work</li> <li>- Eliminate and challenge unsafe or unacceptable practice.</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>- Effectively manage and escalate risks and propose appropriate mitigation where necessary</li> <li>- Manage risk encountered within the Residence such as self-harm, aggressive behaviours, suicidal tendencies or other issues</li> <li>- Identify any organisational risks and take action to minimise their impact</li> <li>- Be personally proactive, identifying, managing and mitigating risks.</li> </ul>
<b>Being part of the Oranga Tamariki team</b>	<ul style="list-style-type: none"> <li>- Actively and positively participate as a member of the team</li> <li>- Proactively look for opportunities to improve the operations of Oranga Tamariki</li> <li>- From time to time, you may be required to perform other reasonable duties as requested by your manager</li> <li>- Comply with and support all health and safety policies, guidelines and initiatives</li> <li>- Ensure all incidents, injuries and near misses are reported into our H&amp;S reporting tool</li> <li>- Comply with all legislative and regulatory requirements, and report any breaches as soon as they become known</li> <li>- Adhere to all Oranga Tamariki procedures, policies, guidelines, and standards of integrity and conduct</li> <li>- Demonstrate a commitment to and respect for the Te Tiriti o Waitangi and incorporate these into your work.</li> </ul>

## KEY RELATIONSHIPS

<b>Internal</b>	<ul style="list-style-type: none"> <li>- Residential staff</li> <li>- Other internal business units as required</li> <li>- Clinical Team, Escorts, Programme Coordinator, Employment Coordinator</li> <li>- Other Residence Leadership team members</li> <li>- Oranga Tamariki staff</li> </ul>
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- External**
- Lead educators
  - Māori, and Pacific Island communities
  - District Courts
  - Professional and external agencies including but not limited to Health and Education
  - Service providers and client groups relating to the practice area
  - Central government agencies
  - The Community

## QUALIFICATIONS & EXPERIENCE

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- Qualifications**
- Hold a relevant qualification in one or more of the following:
- Youth or criminal justice, law, psychology, sociology, criminology, management, te reo and kaupapa Maori
  - Teaching and learning support, youth work, childcare and parenting services
  - Social work – counselling, mental health, substance misuse, working with vulnerable people
  - Probation practice, offender management
  - Mental health, nursing and healthcare
  - Coaching, sport, health, fitness
  - Therapeutic practice
  - A clean, current driver’s licence is essential.

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- Experience and knowledge**
- In depth knowledge and experience of applying legislation, policy, and compliance requirements governing youth justice or similar operations
  - Proven experience at management level in a role requiring business planning, staff development, consultation, communication and relationship management skills in managing and leading staff
  - Proven operational, financial and business systems experience
  - Exceptional communication skills, initiative and leadership qualities
  - Ability to influence and succeed at an operational and strategic level
  - Proven experience and demonstrated capability to develop staff and improve performance in a change environment
  - A high level of understanding and anticipation of security risk
  - Competence in being effective for Māori and an understanding of the factors impacting on rehabilitation and reintegration

## In-Confidence

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- Demonstrable knowledge and ability to apply the Oranga Tamariki Act 1989, strong relationship management skills and able to apply common sense in challenging situations
- Proven people management experience in leading high performing teams
- Experience of working in Residences, and understanding the complexities of a 24/7 business
- The ability to think on your feet and problem solve in a positive manner
- Demonstrated ability to work in collaborative peer and other stakeholder relationships
- Ability to build effective relationships with all levels of the organisation
- An in-depth knowledge of relevant legislation and compliance requirements including but not limited to the Oranga Tamariki Act 1989 is essential.

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### Skills

- Commitment towards positive outcomes for rangatahi and their whānau/iwi
  - To meet the needs of rangatahi, the incumbent will:
    - Possess some understanding of Māori language and tikanga. Māori language (te reo Māori) is the basis of Māori culture and correct pronunciation is vital
    - Acknowledge (and incorporate) the role of the broader whānau, hapū and iwi and other environmental factors in the care of rangatahi
    - Understand support mechanisms, such as kaiatawhai, whānau, kaumatua, Māori practitioners, and other specialist Māori service providers
    - Be culturally responsive to ensure effective and appropriate services for Pacific young people.
  - An ability to anticipate and resolve problems making decisions based on sound risk management analysis
  - Excellent verbal, written and interpersonal skills - tailored for your audience – you can convey information and ideas clearly to a broad range of people
  - Ability to lead and manage change
  - Sound judgement and uses approaches that are appropriate for the situation
  - Ability to communicate complex ideas to a variety of audiences and build and maintain rapport with others
  - Collaborative, seeking and considering advice when appropriate
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## In-Confidence

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- An inclusive and approachable working style, you understand that diversity adds value.
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