

# The Salvation Army Australia Southern Territory

## POSITION DESCRIPTION



<b>Position Title</b>	Client Services Manager	<b>Employee Name</b>		<b>Date</b>	
<b>Division/ Entity/Location</b>	Eastern Victoria Division	<b>Organisational Unit/ Department</b>	EastCare Network.		

### THE SALVATION ARMY INTERNATIONAL MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human need in His name without discrimination.

### AUSTRALIA SOUTHERN TERRITORY'S MISSION AND VALUES

#### Mission

The mission of The Salvation Army Australia Southern Territory is:

- **Transforming lives:** working for personal renewal through Jesus Christ, that touches and integrates the whole person
- **Caring for people:** engaging with others in need, without discrimination
- **Making Disciples:** patterning lives on Jesus
- **Reforming Society:** acting on the structures of society to restore justice

#### Values

The values of The Salvation Army Australia Southern Territory are:

- **Human dignity:** respecting the sanctity of human life as being made in the image of God. *We affirm the worth and capacity of all people.*
- **Justice:** acting with integrity and fairness, without discrimination, and being an advocate for the disadvantaged; managing all resources responsibly as stewards. *We promote healthy and whole relationships, and good society.*
- **Hope:** sharing the gospel of Jesus as a gracious invitation to wholeness. *We work for reconciliation, healing and transformation for all people and creation.*
- **Compassion:** engaging with others in the Spirit of Jesus. *We feel compelled to stand with and do something about another's suffering.*
- **Community:** owning our common humanity as we engage with people, working and journeying together, for mutual capacity building. *We build community and meet with God in our encounter with others.*

All employees in non-ministry positions in The Salvation Army are expected to work in accordance with the Australia Southern Territory's mission and values and comply with Official Minutes, policies and procedures.

<b>Position reports to</b>	Regional Manager, Organisational Development and Capability Unit	<b>Reportable Positions</b>	Nil
<b>Position Purpose</b>	Under the direction of the Regional Manager, Organisational Development and Capability Unit, the Client Services Manager will provide leadership, management and infrastructure support to EastCare Client Services. Under the direction of the Regional Manager, the Client Services Manager will also provide leadership, management and infrastructure support specific to client services systems as part of EastCare's continuous quality improvement framework.		
<b>Qualifications</b>	<p>Required:</p> <ul style="list-style-type: none"> <li>• Appropriate tertiary qualifications in Social Sciences and/or Management.</li> <li>• Highly developed understanding of and experience in key Community Service Sectors including homelessness, community housing, children and youth services, health, and family violence.</li> <li>• Approved qualifications in the reviewing and/or auditing of client services systems.</li> <li>• Experience in the development, implementation, monitoring and review of client services systems.</li> </ul> <p>Desirable:</p> <ul style="list-style-type: none"> <li>• Demonstrated experience in mission integration work within faith based organisations.</li> <li>• Direct experience in Victorian and National government reforms of Community Services.</li> </ul>		
<b>Award (if applicable)</b>	Social, Community, Home Care and Disability Services Industry Award 2010	<b>Classification</b>	Level 7 above award  Due to the phasing in of Modern Award Wage Rates, wages will be paid in accordance with Social and Community Services Award (Victoria) 2000 Grade 4 Year 2 Above Award until 1 July 2011.
<b>Resource Management</b>		<b>Total staff management (EFT)</b>	NIL

<b>Personal Competencies Required</b>	<b>Job Competencies Required</b>
<p><b><i>Mission &amp; Vision</i></b></p> <ul style="list-style-type: none"> <li>• Able to demonstrate a passion and energy for your work and being able to articulate the contribution it makes to the ministry of The Salvation Army.</li> </ul>	<p><b><i>Mission Integration</i></b></p> <ul style="list-style-type: none"> <li>• Willingness to work in accordance with The Salvation Army's mission, vision and values and comply with Official Minutes, policies and procedures.</li> <li>• Leading in a way that is characterised by a spirit of service</li> <li>• Implementing strategies that seek to integrate EastCare's mission and values with the direction of the organisation.</li> <li>• Highly developed knowledge and skills of working with disadvantaged persons and communities.</li> </ul>
<p><b><i>Personal Being &amp; Maturity</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates confidence and personal resilience, and exercise sound judgement in new and challenging situations.</li> <li>• Regularly seeks and uses feedback to identify areas for learning.</li> <li>• Approaches change and new situations as opportunities for growth and learning.</li> </ul>	<p><b><i>Working with Others</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrated confidence and ability to manage challenging situations.</li> <li>• Ability to work with a high degree of autonomy whilst maintaining and ensuring that clear reporting requirements are met.</li> <li>• Professional presentation, punctuality and reliability.</li> <li>• Demonstrated ability to work in partnership with a range of stakeholders to facilitate and achieve effective partnerships, improved service system and client outcomes.</li> <li>• The ability to contribute to a positive team environment.</li> <li>• Ability to facilitate and lead working groups, meetings, forums in order to develop and achieve established outcomes.</li> </ul>
<p><b><i>Leadership</i></b></p> <ul style="list-style-type: none"> <li>• Effective leadership skills including highly developed interpersonal skills, communication, problem solving, conflict resolution and negotiation.</li> <li>• Demonstrated ability to manage people and develop collegial relationships and lead change.</li> <li>• High-level critical thinking and analysis skills.</li> <li>• Demonstrated capacity to set and achieve goals through planning, organising and implementing in a consultative and cooperative manner.</li> </ul>	<p><b><i>Business Process Flow and Administration</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrated ability to establish successful processes for the development, management and monitoring of systems including funding opportunities and public submissions.</li> <li>• Well-developed writing skills. Including the preparation of funding applications, public submissions and reports.</li> <li>• Highly developed I.T skills including the use of Microsoft Office 2007.</li> <li>• Highly developed knowledge of service specific standards, registration and accreditation requirements.</li> <li>• A sound working knowledge of continuous quality improvement systems and quality assurance strategies specific to community services.</li> </ul>

<p><b>Planning &amp; Initiative</b></p> <ul style="list-style-type: none"> <li>• Ability to manage departmental efficiency, and own time and work priorities.</li> <li>• Experience in strategy development &amp; planning.</li> <li>• Ability to learn on a continual basis new skills that will enhance your role.</li> </ul>	<p><b>Federal Checks</b></p> <ul style="list-style-type: none"> <li>• A current Victorian Drivers License.</li> <li>• A satisfactory Police Check and Working with Children Check.</li> </ul>
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Key Result Areas	Key Activities	Standard Measures
<p><b>Client Participation Strategy</b></p>	<p>In consultation with the Regional Manager:</p> <ul style="list-style-type: none"> <li>• Develop, implement and monitor the EastCare client participation strategy including the establishment of policy, procedure and client participation models.</li> <li>• Develop, implement and monitor training modules specific to client participation, client models, advocacy, delivering services within a rights based, human rights framework.</li> <li>• Identify and participate in external forums to ensure that EastCare clients are appropriately represented and advocated on behalf of.</li> <li>• In consultation with the Regional Manager and the Project Manager, contribute to funding applications and public submissions designed to improve client services and public and social policy affecting EastCare clients.</li> </ul>	<ul style="list-style-type: none"> <li>• Client participation strategy is established annually.</li> <li>• Training modules are developed annually.</li> <li>• Forums are attended.</li> <li>• Assistance is provided with funding applications and public submissions.</li> </ul>
<p><b>Client Complaints and Appeals Strategy</b></p>	<ul style="list-style-type: none"> <li>• In consultation with the Regional Manager:</li> <li>• Develop, implement and monitor the EastCare Network Client Complaints and Appeals Register.</li> <li>• Create quarterly aggregate and program specific data reports on client complaints and appeals.</li> <li>• Provide advice to the Regional Manager on service improvement strategies specific to policy, procedure and professional development initiatives to improve the complaints and appeals process.</li> <li>• Establish, implement and monitor policy, procedure and program resources to assist and facilitate client</li> </ul>	<ul style="list-style-type: none"> <li>• Client complaints and appeals register is established.</li> <li>• Quarterly reports are prepared.</li> <li>• Advice is provided regularly to the Regional Manager.</li> <li>• Policy, procedure and program resources are established annually.</li> </ul>

Key Result Areas	Key Activities	Standard Measures
	complaints and appeals.	
<b>Program Planning and Improvement</b>	<ul style="list-style-type: none"> <li>• Lead and facilitate work groups and workshops to undertake and coordinate a variety of program planning and improvement tasks.</li> <li>• Provide advice to the Regional Manager specific to the identification of program evaluation initiatives and program service gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Work groups and workshops are in operation.</li> <li>• Advice is provided to the Regional Manager when required.</li> <li>• Participation in program evaluation initiatives.</li> </ul>
<b>Quality Assurance</b>	<p>In consultation with the Regional Manager:</p> <ul style="list-style-type: none"> <li>• Develop, implement and monitor the EastCare Client Services Continuous Quality Improvement Plan to ensure all services are compliant with service industry standards and service improvement strategies are identified and achieved.</li> <li>• Liaise with external accrediting and funding bodies to ensure accreditation and registration processes and requirements are coordinated in order to maximise efficiency outcomes and minimise duplication and resourcing deficiencies.</li> <li>• Contribute to the preparation of accreditation and registration resources and documentation.</li> <li>• Identify client services policy and procedural gaps across the EastCare Network and engage with stakeholders to develop policy and procedure.</li> <li>• Obtain all required and relevant information, documentation and legislation resources in order to support program staff in the delivery of services.</li> <li>• Ensure systems, records and reporting requirements are compliant with legislation, TSA Policy and EastCare Policy in order to meet standards and sign posts as well as contribute to professional development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• EastCare Client Services CQI Plan established.</li> <li>• Accreditation and Registration resources and documentation is prepared as required.</li> <li>• Client services policy and procedural gaps are identified and developed.</li> <li>• Resources are identified, managed and made available to program staff and management.</li> <li>• EastCare is compliant with legislation and TSA policy.</li> </ul>
<b>Professional Development Strategy</b>	<p>In consultation with the Regional Manager:</p> <ul style="list-style-type: none"> <li>• Establish, implement and monitor the EastCare Professional Development Plan.</li> <li>• And Operations Manager, establish, implement and monitor the sector specific Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>• EastCare Professional Development Plan is established.</li> <li>• Quarterly training register reports are provided to the Regional Manager.</li> </ul>

Key Result Areas	Key Activities	Standard Measures
	<p>Online Calendar.</p> <ul style="list-style-type: none"> <li>• And Operations Manager, establish, implement and monitor the annual internal EastCare Network Professional Development Online Calendar.</li> <li>• Identify, develop and deliver client specific training for program clients, such as client rights and responsibilities.</li> <li>• Develop and deliver client specific training modules for program staff.</li> <li>• Develop and implement the annual EastCare Training Needs Analysis for staff and management.</li> <li>• Identify and attend appropriate internal and external professional development opportunities.</li> <li>• Establish, implement and monitor the EastCare program staff training register.</li> <li>• Maintain own professional knowledge and skills and contribute to the identification of EastCare's learning needs and professional development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development Online Calendars are established.</li> <li>• Training modules are developed.</li> <li>• Annual EastCare Training Needs Analysis is undertaken.</li> <li>• Professional Development opportunities are identified.</li> <li>• EastCare program staff training register is established.</li> <li>• Engagement in professional development opportunities,</li> </ul>
<p><b>Continuous Quality Improvement Council</b></p>	<p>In consultation with the Regional Manager:</p> <ul style="list-style-type: none"> <li>• Establish resource and support the CQI Council.</li> <li>• Establish, resource and support time limited reference groups auspiced under the CQI Council.</li> <li>• Participate in time limited reference groups auspiced by the CQI Council.</li> <li>• Establish, implement and review the CQI Council content on Quickr.</li> </ul>	<ul style="list-style-type: none"> <li>• CQI Council is established, resourced and supported including meeting agenda's and minutes.</li> <li>• Reference groups are established, resourced and supported.</li> <li>• Participation on reference groups.</li> <li>• Annual review is conducted of CQI Council.</li> <li>• Attendance at CQI Council meetings.</li> <li>• Required reports are prepared for the CQI Council.</li> </ul>
<p><b>Internal Auditing (Program sites and</b></p>	<p>In consultation with the Regional Manager:</p>	<ul style="list-style-type: none"> <li>• Client files audit systems and are established and</li> </ul>

Key Result Areas	Key Activities	Standard Measures
<b>Client files)</b>	<ul style="list-style-type: none"> <li>• Establish, implement and review the client file audit system which includes policy, procedure and the client file audit tool.</li> <li>• The preparation of the annual client file audit report resulting from the annual client file audit.</li> <li>• And the Operations Manager, establish, implement and review the program site system audit which includes policy, procedure and the site audit tool.</li> <li>• Develop, implement and review of training modules for program staff specific to client file audits and program site audits.</li> </ul>	<p>reviewed and annual audits are undertaken.</p> <ul style="list-style-type: none"> <li>• Report is submitted to Regional Manager annually.</li> <li>• Program site systems are established and reviewed and annual audits are undertaken.</li> <li>• Training modules are implemented and reviewed.</li> </ul>
<b>Stakeholder Communication</b>	<p>In consultation with the Regional Manager:</p> <ul style="list-style-type: none"> <li>• Develop and implement an online ODCU Newsletter containing client services content.</li> <li>• Direct participation and contribution to the mid year and annual EastCare Network Activity Report.</li> <li>• Direct participation and contribution to the annual EastCare Staff Information Day.</li> <li>• Manage, support and resource Quickr including regular content updates.</li> <li>• Identify communication initiatives to improve communication across the EastCare Network.</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter is produced bi-monthly.</li> <li>• Contribution and participation is provided to the Activity Report and Information Day.</li> <li>• Development of online and training modules specific to QICA.</li> <li>• Quickr is regularly updated and maintained.</li> <li>• Annual evaluation of Quickr in consultation with management and staff.</li> </ul>

This position is subject to review in twelve (12) months from the commencement date.

**Employee's Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Print Name:** \_\_\_\_\_

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**Manager's Signature:**

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**Date:**

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**Print Name:**

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