

# Position Description

## Practice Manager, Family Works

**Mission**  
We walk with people across the generations to create together places to live, learn, and thrive. We call out injustice and advocate for positive social change.

### POSITION PURPOSE AND PRIMARY OBJECTIVES

**Purpose**  
To provide practice leadership across Family Works service lines and sites in Dunedin City, Waitaki and Central Otago. The role strengthens service quality and consistency by maintaining the Family Works Practice Framework, leading quality improvement and assurance, supporting professional development and supervision, and upholding professional standards. It also promotes an evidence-informed, outcomes-focused and early-intervention approach consistent with social investment practice.

Accountability	Expected Outcomes / Key Performance Indicators
<b>Practice Leadership</b>	<ul style="list-style-type: none"> <li>• Lead the development and review of professional practice across Family Works service lines and sites.</li> <li>• Maintain and develop the Family Works Practice Framework to support consistent, high-quality practice aligned with strategic direction and funding requirements.</li> <li>• Lead quality improvement and assurance activity to strengthen standards, service consistency and accountability.</li> <li>• Use data, evaluation and practitioner insight to identify improvement opportunities and support evidence-informed decision-making.</li> <li>• Work with the Family Works Leadership Team to provide professional supervision in line with organisational and professional requirements.</li> </ul>

	<ul style="list-style-type: none"> <li>• Foster a collaborative learning environment that supports reflective practice, information sharing, outcome measurement and continuous improvement.</li> <li>• Works with the Enliven Clinical Services Lead and Quality Advisor to grow and embed learnings and quality practice across both Family Works and Enliven.</li> </ul>
<b>Strategic Planning, Quality and Implementation</b>	<ul style="list-style-type: none"> <li>• Contribute to strategic planning for Family Works using evidence, data and community insight to inform priorities.</li> <li>• Develop, monitor and report on annual action plans for practice, quality improvement and service development.</li> <li>• Alongside members of the Family Works Leadership Team, supports the General Manager of Family Works with service design, planning, and evaluation across service lines and sites.</li> </ul>
<b>Practice Oversight, Quality Assurance and Service Improvement</b>	<ul style="list-style-type: none"> <li>• Ensure services meet Presbyterian Support Otago's mission, values, policies, procedures and required practice standards.</li> <li>• Provide and develop practice oversight and role-model professional behaviour to strengthen service quality, consistency and responsiveness.</li> <li>• Lead practice development, reflective practice, quality assurance and improvement activity, including review of documentation, supports and growth of cultural practice, service delivery and improvement actions.</li> <li>• Use service data, reporting, evaluation and practitioner feedback to monitor quality, identify gaps and support improvement.</li> <li>• Alongside relevant members of the Family Works Leadership Team, ensure service, contract and reporting requirements are met, including accurate and timely outcome and quality information.</li> <li>• Manage complaints in line with policy and use complaint insights to inform service improvement.</li> </ul>
<b>Business Planning, Contracts and Financial Contribution</b>	<ul style="list-style-type: none"> <li>• Contribute to budget development and business planning and support financially sustainable service delivery.</li> <li>• Demonstrate understanding of financial transactions, reporting responsibilities and delegated authority.</li> <li>• Ensure approved business plan objectives are delivered and reported on as required.</li> </ul>
<b>Evidence-Informed Service Development</b>	<ul style="list-style-type: none"> <li>• Assess community needs with relevant stakeholders and senior leaders using evidence, data and community insight.</li> <li>• Contribute to the development of programmes</li> </ul>

	<p>and services that respond to need and support early intervention and measurable outcomes for whānau.</p> <ul style="list-style-type: none"> <li>• Build and maintain relationships, supporting adoption of evidence-based programmes.</li> </ul>
<b>Workforce Capability and Professional Support</b>	<ul style="list-style-type: none"> <li>• Role model professional behaviour and support a positive, safe and collaborative practice environment.</li> <li>• Lead practice development and support professional development, supervision and affiliation requirements across Family Works.</li> <li>• Promote safe practice and workforce capability through strong leadership and professional support.</li> </ul>
<b>Organisational Improvement and Leadership Contribution</b>	<ul style="list-style-type: none"> <li>• Contribute practice insight to Family Works planning, service development and continuous improvement.</li> <li>• Use service information and evidence to support organisation-wide quality improvement and outcomes-focused planning.</li> <li>• Alongside members of the Family Works Leadership Team, supports the General Manager of Family Works with service design, planning, and evaluation across service lines and sites.</li> </ul>
<b>Other Duties</b>	<ul style="list-style-type: none"> <li>• Undertake other duties as requested by and mutually agreed with the General Manager - Family Works, to meet the needs of Family Works.</li> </ul>
<b>Expectations of all PSO Employees</b>	
<b>Communications / Interpersonal relationships</b>	<ul style="list-style-type: none"> <li>• Positive and collegial relationships are developed and maintained.</li> <li>• Verbal and written communication is at a high standard, relevant and appropriate to the audience.</li> </ul>
<b>Performance development and learning</b>	<ul style="list-style-type: none"> <li>• Active engagement with the personal development review process.</li> <li>• Personal and professional development goals and objectives are established.</li> <li>• Be responsible for own ongoing education and skills required in designated role.</li> </ul>
<b>Continuous improvement</b>	<ul style="list-style-type: none"> <li>• Make recommendations for improvement to services, work practices and/or workflow.</li> </ul>
<b>Health and Safety</b> <i>PSO is committed to achieving the highest level of health and safety for its staff and everyone has health and safety responsibilities.</i>	<ul style="list-style-type: none"> <li>• Actively support and comply with H&amp;S policy and procedures.</li> <li>• All employees are expected to identify, report and where appropriate resolve issues that may cause harm to themselves or others in the organisation.</li> <li>• All staff are expected to contribute to a safe workplace by raising concerns early with their colleagues, thanking those that raise concerns</li> </ul>

	<p>with them and speaking up when they notice something that might lead to abuse or neglect of those in our care.</p> <ul style="list-style-type: none"> <li>You are expected to work safely and to actively participate in health and safety programmes in your work area.</li> <li>All accidents or potential hazards must be reported to your direct line manager.</li> </ul>
<p><b>Te Tiriti O Waitangi / The Treaty of Waitangi</b>  <i>PSO is committed to its obligations under Te Tiriti o Waitangi / the Treaty of Waitangi.</i></p>	<ul style="list-style-type: none"> <li>As an employee, you are required to give effect to the articles as well as the principles of Te Tiriti o Waitangi / the Treaty of Waitangi – Partnership, Participation and Protection.</li> </ul>

## Relationships

<p><b>Reports to:</b></p> <ul style="list-style-type: none"> <li>General Manager Family Works</li> </ul>	<p><b>Direct Reports:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>
<p><b>Internal Relationships:</b></p> <ul style="list-style-type: none"> <li>General Manager Family Works</li> <li>General Manager Enliven</li> <li>Family Works Leadership Team</li> <li>People, Capability and Culture Manager</li> <li>Finance</li> <li>Development and Engagement</li> <li>Enliven Clinical Services Lead</li> <li>Enliven Quality Advisor</li> <li>Family Works managers</li> <li>Family Works staff</li> </ul>	<p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>Practice Managers/Leaders – Other Social Service Agencies</li> <li>Practice Managers – Other Presbyterian Support Regions</li> <li>For Purpose Organisations</li> <li>Government Departments where we hold contracts</li> <li>Local Government - Community Development</li> <li>Relevant Peak Bodies</li> </ul>

## Person Specifications

<p><b>Qualifications/Skills</b></p> <ul style="list-style-type: none"> <li>A recognised social work qualification and current social worker registration are essential.</li> <li>Strong communication, negotiation, problem-solving and judgement skills, with the ability to work effectively under pressure.</li> <li>Demonstrated ability to provide practice oversight, build capability, lead quality improvement and assurance, and support professional development and supervision across multiple service lines and sites.</li> <li>Strong planning, project management, financial literacy and client-focused service orientation.</li> <li>Commitment to the mission and values of the organisation.</li> <li>Full driver's licence</li> </ul> <p><b>Experience/ Knowledge</b></p> <ul style="list-style-type: none"> <li>Proven leadership experience in professional practice, service quality or operational support within a social services setting.</li> <li>Experience supporting professional standards, practice development, workforce capability, quality improvement, quality assurance and supervision across multiple services or sites.</li> </ul>
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- Understanding of outcomes-focused, evidence-informed and early-intervention approaches, including social investment practice.
- Knowledge of relevant legislation, Te Tiriti o Waitangi, social policy, and the needs of diverse communities and whānau.
- Experience with service design, planning, evaluation, contracts, funding applications and reporting requirements in a not-for-profit environment.
- Strong facilitation, mentoring, consultation and relationship-building skills.
- Resilience and the ability to manage concurrent priorities and contribute to organisational improvement.

#### **Personal Qualities**

- Calm, effective and professional leadership style.
- Collaborative and relationship-focused approach.
- Sound judgement and accountability.
- Commitment to equity, inclusion and culturally safe practice.
- Commitment to Presbyterian Support Otago's mission and values.

#### **Physical Requirements**

This role may involve standing, walking, bending, sitting, climbing stairs, simple grasping, fine manipulation, operating machinery equipment, lifting, overhead reaching, carrying, pushing/pulling, twisting, climbing balancing, crouching, squatting and other reaching.

## **Working Together**

#### **Our Work**

- **We are person centred in our organisation.**
- **We strive always to do better, to work hard and to the best of our ability.**
- **Each person knows they make a difference and they feel valued because of this.**

#### **Our Organisation**

- **We are committed to delivering on the organisation direction and values.**
- **We are responsible and accountable for our actions and behaviours.**
- **We are committed to positive, proactive leadership.**
- **Each person is empowered to succeed, with the orientation and ongoing support needed.**
- **Expectations are communicated clearly and understood by each team member, through team meetings, regular and timely feedback, and annual appraisals.**

#### **Our Team**

- **We share and learn from each other; are open and honest, support and cooperate with each other, and do the right thing at the right time.**
- **We hold each other accountable by giving and receiving constructive feedback.**
- **Our relationships are based on mutual respect, by treating each other as we wish to be treated. We are courteous and responsive.**
- **We affirm each person as a valued member of the team by giving each other positive reinforcement.**

## Values

Founded in our Christian faith we act with the values of integrity, respect, courage, manaaki and aroha.

