

Roster & Operations Lead



MASH Trust is an innovative provider of health and disability support services based in Palmerston North, supporting 2,000+ people and whānau.

Our services are offered through day programmes, support within MASH homes, and support in the community. We operate throughout the lower North Island in Wellington, Kapiti, Horowhenua, Manawatu, Whanganui, and Hawkes Bay.

MASH Trust Mission & Values

Our Mission: Working together to achieve great lives.

Our Values

- Relationships – Build open relationships based on honesty and respect
- Communication – Communicate with an open mind and heart
- Mana – Recognise and promote the mana and strengths of the individual
- Opportunities – Take opportunities to learn and grow together
- Believe – Believe that together we will make a difference
- Fun – Make fun a goal

Overview

Reports To:	Group Manager Operations
Direct Reports:	Roster and Operations Coordinators
Location:	Palmerston North (with travel across the lower North Island as required)
Hours:	Full-time (80 hours per fortnight)
Delegations:	Tier 4 – In accordance with current delegations' policy

Role Purpose

To ensure the future direction and allocation of resources to areas that align with our strategy, to help us achieve our goals and drive sustainable growth.

To operate collaboratively and across functions as one team to tackle the challenges and optimise the opportunities in front of us together.

The Roster & Operations Lead provides day-to-day supervision and coordination of the Roster and Operations team, ensuring timely, accurate, and effective rostering support for frontline services across Mental Health and Disability. The incumbent also performs Roster and Operations coordinator functions supporting the onboarding, shift allocations, training and development and other resourcing of services within Mental Health and Disability services in addition to their supervision of the Roster and Operations team.

The role contributes operational insights and supports improvements that enhance service delivery, efficiency, and responsiveness. While primarily supervisory, the role maintains a light strategic contribution, offering feedback, identifying opportunities, and supporting future-focused operational development.

The Roster & Operations Lead works collaboratively with Operations, Service Managers, and Enabling Services to ensure smooth daily operations, clear communication, and consistent alignment with MASH's values, quality framework, and person-centred practice.

This role also assists with team recruitment, undertakes onboarding of new Roster and Operations staff, shift allocations of the Roster and Operations team, training and development, and other resourcing and support of services across their area of delivery in both Residential and Community settings within the Operations team.

The Operations Team is responsible for operationalising the MASH Quality Framework and The MASH Way in all aspects of service delivery to meet the changing expectations, needs and aspirations of the people we support and to ensure MASH remains a partner of choice for our funders and stakeholders.

The Team will drive operational efficiency and compliance with statutory requirements, while also being focused on the future and the changes needed to continuously improve delivery of quality, people-centric services.

By leading for the future, living the MASH values, delivering operational excellence, and being connected with stakeholders, this role will contribute to the continued growth of MASH's reputation and influence.

Key Relationships

All MASH Trust staff have a responsibility for managing relationships in some or all the key sectors we work within. In this role, the key relationships to be developed are as follows:

Internal:

- Executive Leadership Team (ELT), Senior Leaders, MASH managers and staff

External:

- Funders including but not limited to (Te Whatu Ora, Whaikaha (Ministry for Disabled People), Oranga Tamariki, Ministry of Social Development (MSD), Accident Compensation Corporation (ACC), the people we support, family/whānau and tangata whenua, iwi partners, primary & community health teams, related Health and Disability Service Providers, external consultants and contractors, suppliers and other providers (e.g. Insurers, Vendors, Auditors)

Key Areas of Responsibility

Key Area of Responsibility	Tasks	Performance Measures
Organisation Service Support and Development	Provide operational feedback and contribution to support improvements in rostering processes and service coordination meeting the needs of the 'customer' (internal and external), whānau and our funders. Assist with recruitment and onboarding of Roster & Operations Coordinators when delegated.	Operational issues identified early and escalated appropriately. 85–90% satisfaction rating from service users and whānau (via surveys or feedback tools) ≤ 10% vacancy rate across roster/operations roles

	Contribute insights that help ensure rostering processes meet internal customer needs.	Average recruitment time to fill Roster and Operations Coordinator roles achieved within target (e.g. ≤ 6–8 weeks) ≥ 95–100% of rostered R & O team shifts filled (minimal reliance on last-minute cover)
Service Growth and Development	Throughout the service lifecycle, monitor service performance, gather feedback, and incorporate continuous improvement initiatives to enhance service quality and the satisfaction of the people we support. Provide performance, compliance and other reporting to Operations on areas of delivery that Roster and Operations support.	Measurable improvements in service outcomes and the provision of support worker services to the people we support Number and diversity of people (including tangata whaiora and whānau) involved in co-design processes Improvement in user experience scores (e.g. ease of access, coordination, responsiveness) Reporting is fit for purpose in accordance with variety of stakeholder requirements and is provided on time
Service Delivery Support	Supervise daily activities of the Roster & Operations team, ensuring tasks are completed accurately and on time. Maintain positive working relationships with internal teams and ensure clear communication of roster information. Coordinate and ensure the Rosters and Operations team provides high quality services to the people we support, and delivery of services internally within the organisation. Adhere to MASH standards. Supported by the Group Manager Operations proactively manage and resolve any concerns or complaints	≥ 90% of team meet or exceed performance expectations ≥ 95% of roster requests/actioned tasks delivered accurately and on time High satisfaction ratings from Service Managers and frontline teams and the people we support and their whanau Service improvements identified and implemented 100% adherence to MASH policies, procedures, and quality framework 100% of complaints acknowledged and actioned and resolved within

	relating to the performance of individuals or the Roster and Operations team.	required timeframes. Trends identified and corrective actions are taken. Appropriate escalation of high-risk issues to Group Manager Operations with clear documentation supporting the risks.
Service Documentation Creation	Maintain accurate and comprehensive documentation related to service delivery. Capture and document essential information, processes, and outcomes to support effective service provision, quality assurance, and regulatory compliance.	Accurate, complete, and timely records are maintained Standard operating procedures exist for all processes related to the services performed by the R & O team
Rostering Management	Oversee the Roster and Operations team focusing on creating and managing work schedules of the R & O team, to enable them to support the optimal allocation of people resources of MASH frontline staff. Working alongside Service Managers, support the R & O team to optimise and manage the roster and resource allocation of frontline service delivery staff. This includes shift understanding and planning, consideration of employee fit and suitability, understanding resource constraints, workload distribution, compliance and fairness together with alignment to the various employment terms and conditions of staff. Lead the team to communicate clear and concise roster information to service delivery. Provide roster plans 4 weeks in advance	Rosters published on time (e.g. 2–4 weeks in advance) Reduction in roster changes after publication Incident rates related to staffing shortages or errors
Operations Support	Oversight of maintenance portal used for MASH services and jobs by Roster and operations Coordinators who manage end to end job	The portal accurately reflects the services and jobs required by the frontline staff and these are effectively managed and resolved

	requests submitted by frontline staff. Coordinate and provide resource and leadership support for work to be performed within the Learning and Development Framework. Provide support for projects, pieces of work and new initiatives within Operations and Enabling services as required.	with timely updates to key stakeholders Resource and support provided by the R & O team to Learning and Development allows for the achievement of the Learning and Development framework outcomes New projects and initiatives are well supported by the R & O team to operationalise new work or initiatives effectively, successfully and on time
	Ensure the service has the necessary resources and infrastructure to support service provision and deliver high-quality services effectively and efficiently that covers both Rosters and Operations Monitor operational needs and address and manage gaps of service delivery performance	Positive feedback trends and minimal complaints related to rostering/service coordination and that gaps of service do not impact on the provision of services over time
Financial Support	Provide accurate operational information to support the budget process completed by the Finance Team and Group Manager Operations. Align to financial policies and procedures.	Budgets are compiled in accordance with organisational requirements on time 100% adherence to MASH Trust financial policies and procedures.
Roster and Operations Coordinator activities	Maintain and fill rosters obtaining resources for newly established services Coordinate staff work schedules Support resources and create shift plans, taking into account employee constraints, workload distribution, compliance and fairness Distribute and communicate staff rosters Support and manage staff requests for roster changes	Rosters published on time (e.g. 2–4 weeks in advance) Reduction in roster changes after publication Incident rates related to staffing shortages or errors 95% of roster requests/actioned tasks delivered accurately and on time High satisfaction ratings from Service Managers and frontline teams and the people we support and their whanau

People, Culture & Wellbeing	Rle model a strong culture/morale throughout the organisation. Working with the Talent Acquisition and People and Culture teams and Group Manager Operations to recruit/onboard talent; set goals; coach individual performance and growth. Build team and individual capability; have Performance Development Plans in place for all direct reports.	Maintain safe and appropriate staffing levels that meet the needs of the people we support/our organisation. Escalate performance concerns appropriately to Group Manager Operations. Improvement in engagement and retention and employee job satisfaction scores for area of responsibility and organisation. Learning and development objectives are being achieved
Risk Management	Identify, and escalate to the Group Manager Operations situations of potential/real risk to MASH and its commercial stability. Adhere to MASH Trust's policies and procedures.	Risks are escalated promptly and supporting information is provided as necessary. MASH Trust policies and procedures are followed to reduce risk to the organisation and ensure quality and consistency are maintained.
Stakeholder Engagement	Support the maintenance of a positive image of MASH internally and externally. Develop and maintain strong internal stakeholder relationships with Operations and enabling services working as One Team and ensuring connected and shared visions and outcomes are achieved.	Assist to raise the organisation's reputation and profile (both internally and externally). Bring to MASH information relevant to our organisation to ensure we continue to innovate and evolve based on best practise and sector developments. Feedback supports that you engage with stakeholders positively and professionally and that real collaboration occurs.
Health and Safety, Privacy	Work in accordance with MASH's Health and Safety Framework and Plan as well as the Privacy framework. Apply health and safety policies and procedures operating within the framework of acceptable workplace practice.	Work safely encouraging and supporting others to do the same. Health & Safety incident reporting and analysis is completed promptly and in accordance with policies and procedures. Required corrective actions are taken.

	Comply with responsibilities of the Health and Safety at Work 2015 legislation.	Strategies are in place and actions taken that reduce harm and improve safety while growing a resilient workforce. All staff are trained in the Privacy Act 2020 and their obligations as it relates to their role.
Continuous Improvement	Contribute to continuous improvements within the Roster and Operations team leading by example and demonstrating a commitment to and a culture of curiosity, improvement, and shared learning across MASH.	We build on our culture of quality and innovation and can demonstrate improvements in consistency and responsiveness. We introduce new services that respond to an individual's hopes, desires and potential, and these services are agile and adaptable. Audits are completed with few, if any, improvement recommendations.
Te Tiriti o Waitangi & Cultural Competence	Demonstrate commitment to honouring Te Tiriti o Waitangi. All staff are expected to support better health outcomes for Māori by working in partnership with Māori, respecting Māori leadership and perspectives, and helping to create a culturally safe environment. This includes learning about Te Tiriti, understanding its relevance to our work, and making sure Māori voices and needs are included in our decisions and services.	We can demonstrate understanding of Te Tiriti o Waitangi and its relevance to their role. There is evidence of increased Māori participation and engagement and improved equity, cultural safety and positive outcomes for kamahi and whanau Māori.
Other Duties	Any other duties reasonably associated with the role.	

Travel

Travel to MASH sites across the lower North Island may be required.

Person Specification

The ideal applicant for this position will be able to fulfil the following criteria

Required competencies

A successful Roster & Operations Service Manager at MASH Trust will demonstrate the following competencies:

THOUGHT	Decision quality	▶ Make sound decisions, even in the absence of complete information. ▶ Rely on a mixture of analysis, wisdom, experience, and judgment when making decisions. ▶ Consider all relevant factors and uses appropriate decision-making criteria and principles. ▶ Recognize when a quick 80% solution will suffice. Able to complete tasks by specified deadlines
	Business insight	▶ Know how businesses work and how organisations make money. ▶ Keep up with current and possible future policies, practices, and trends in the organisation, with the competition, and in the marketplace. ▶ Use knowledge of business drivers and how strategies and tactics play out in the market and guide actions.
	Customer focus	▶ Gain insight into customer needs. ▶ Identify opportunities that benefit the customer. ▶ Build and delivers solutions that meet customer expectations. ▶ Establish and maintains effective customer relationships.
RESULTS	Ensure accountability	▶ Follow through on commitments and makes sure others do the same. ▶ Act with a clear sense of ownership. ▶ Take personal responsibility for decisions, actions, and failures. ▶ Establish clear responsibilities and processes for monitoring work and measuring results. ▶ Design feedback loops into work.
PEOPLE	Build effective teams	▶ Form teams with appropriate and diverse mix of styles, perspectives, and experiences. ▶ Establish common objectives and a shared mindset. ▶ Create a feeling of belonging and strong team morale. ▶ Share wins and rewards team efforts. ▶ Foster open dialogue and collaboration among the team.

	Build networks	▶ Build strong formal and informal networks. ▶ Maintain relationships across a variety of functions and locations. ▶ Draw upon multiple relationships to exchange ideas, resources, and know-how.
	Drive vision and purpose	▶ Talk about future possibilities in a positive way. ▶ Create milestones and symbols to rally support behind the vision. ▶ Articulate the vision in a way everyone can relate to. ▶ Create organisation-wide energy and optimism for the future. ▶ Show personal commitment to the vision.
	Communicate effectively	▶ Is effective in a variety of communication settings: one-on-one, small, and large groups, or among diverse styles and position levels. ▶ Attentively listens to others. ▶ Adjusts to fit the audience and the message. ▶ Provides timely and helpful information to others across the organization. ▶ Encourages the open expression of diverse ideas and opinions.
SELF	Instil trust	▶ Follows through on commitments. ▶ Is seen as direct and truthful. ▶ Keeps confidences. ▶ Practices what is preached. ▶ Shows consistency between words and actions.
	Situational adaptability	▶ Picks up on situational cues and adjusts in the moment. ▶ Readily adapts personal, interpersonal, and leadership behaviour. ▶ Understands that different situations may call for different approaches. ▶ Can act differently depending on the circumstances

Required experience/qualifications

Job Specific Knowledge and Skills:

- ▶ Situational leadership understanding
- ▶ Cultural awareness
- ▶ Experience in networking and engaging with a variety of stakeholders across a region
- ▶ Strong communication skills
- ▶ Team building skills
- ▶ Strong organisational skills and time management
- ▶ Proven problem-solving ability

Job specific experience:

- ▶ Experience supervising or coordinating operational teams.
- ▶ Understands MASH Business
- ▶ People and supervision/coordination experience of a service in Health and Disability

- ▶ An understanding of cultural issues, tikanga and te Tiriti o Waitangi and its implications for MASH
- ▶ Knowledge and understanding of the needs of people with disabilities and an empathy for the communities in which MASH operates
- ▶ Ensures accountability
- ▶ Builds strong customer centric solutions

Qualifications and other requirements:

- ▶ Relevant tertiary qualification or 3 years' experience in a similar role
- ▶ Flexibility – hours and working locations as needed
- ▶ Report writing skills
- ▶ Understanding of systems and processes
- ▶ Ability to manage difficult conversations
- ▶ Excellent time management
- ▶ Working in an agile and flexible manner
- ▶ An understanding of the Health and Safety of workers

Relationship building skills:

- ▶ Able to build rapport with the people we support and their supporter
- ▶ Rapport with colleagues for shared vision
- ▶ Builds strong effective networks

Authorisation and Acknowledgement

The information contained in this position description is intended to describe the nature and level of work to be performed. This is not considered an exhaustive list of all the responsibilities, duties or skills required in the role. Duties may change following discussion with the role holder.

Employee Acknowledgement

I confirm that I have received, read, and understood the job description for my role. I understand the responsibilities, expectations, and requirements outlined, and I have had the opportunity to ask questions about any parts that needed clarification.

Employee Name: _____

Signature: _____

Date: _____