



**pathways**  
*ahakoa te aha*

Position Description

# Service and Relationship Manager

# About Pathways and the Wise Group

At Pathways, we provide community-based mental health and wellbeing services throughout New Zealand. Every year we support around 5000 adults and young people, all around New Zealand, to live their dreams and flourish – from supporting young people to love life, be resilient and feel good about their futures, to providing adults with support around practical daily living, leading a healthy life, employment and housing.

Pathways was established in 1989, introducing a new model of care to the mental health sector. Today, with our inspirational dream of ‘transforming mental health and addictions through fostering strong, compassionate, self-supporting communities’, we’re continuing to lead, innovate and pioneer new ways of working.

We believe everyone can recover and we’re here to do everything we can to support them in their recovery. Our spirit of ‘whatever it takes’ is not just a slogan on the wall for us, our employees live this spirit every day.

While mental health is our priority, total wellbeing is our goal. We’re all about hope and respect and providing personalised support that changes as people’s needs change. We are committed to working in a trauma informed way, recognising the impact trauma may have had on people and working with them to build their resilience and protective factors.

Join us on our journey of helping people live a life they love.

## The Wise Group

Pathways is part of the Wise Group, one of the largest non-government providers in New Zealand. The Wise Group is a family of charitable entities, all linked by a common dream – to create fresh possibilities and services for the wellbeing of people, organisations and communities.

Being part of the Wise Group gives Pathways access to a wealth of resources and support, both from our shared business infrastructure services and from other entities in the group.

## Position

<b>Reports to:</b>	General Manager for the region
<b>Location:</b>	
<b>Purpose:</b>	To provide inspirational leadership to teams who create mental health and wellness opportunities that enable people to live their dreams and flourish. Ensure the efficient and effective use of resources for the service while fostering innovation and improvement in order to ensure our service offering is the best it can be.
<b>Relationships (Internal):</b>	Pathways employees, Wise Group employees
<b>Relationships (External):</b>	People using services and their families/whanau and support people DHBs, other key stakeholders, external suppliers, government and community agencies





## Inspirational Dream

Transforming mental health and addictions through fostering strong, compassionate, self-supporting communities

## Beliefs

- At our heart is helping everyone we support to have somewhere to live, something to do, someone to love and something to hope for
- Mental health and addictions is our priority, total wellbeing is our goal
- Through partnerships and participation we are culturally enriched
- Lived experience enhances who we are and how we can help
- Strong, connected, compassionate communities build resilience
- Whānau, family and friends matter
- Our staff are our greatest asset
- People can heal from trauma
- Stories connect us
- Through diversity, comes strength

## Greatest Imaginable Challenge

Live, breathe and share trauma informed care

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## Attributes

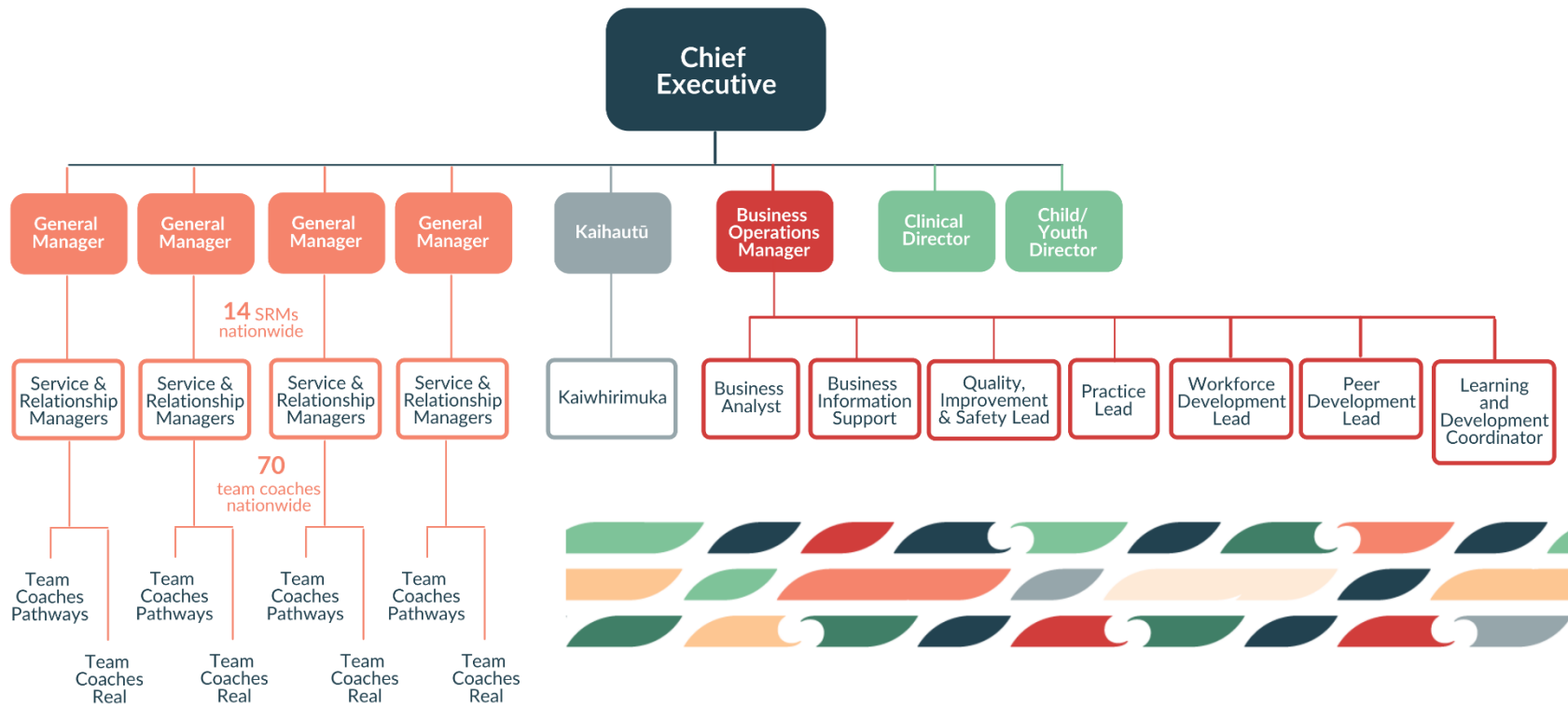
Courageous  
Trustworthy  
Compassionate  
Curious  
Optimistic  
Creative  
Connectors  
Joyful  
Tenacious

## Spirit

Ahakoa te aha  
- Whatever it takes

## Focus

What do you  
need today?



## Requirements of the position

Focus	Activities	Outcomes
Respond to every person we touch with every resource we have	<p><b>The service we provide:</b></p> <ul style="list-style-type: none"> <li>• Ensure that all staff listen deeply to people using services, hearing clearly and responding to their needs and aspirations</li> <li>• Ensure all staff are committed to a recovery focussed service delivery</li> <li>• Ensure that the services we provide meet the needs of the individual and their family/whanau</li> <li>• Set 90 day service plans to meet the organisational challenges.</li> <li>• Ensure plans are reviewed at the end of every 90 day period</li> <li>• All required standards, for example health and disability standards, are met for referrals, assessments, entry, service review, exit and follow up for the people who use our service.</li> </ul> <p><b>Addressing future need:</b></p> <ul style="list-style-type: none"> <li>• Gather information to inform strategic planning</li> <li>• Scan environment for opportunities and act on them</li> <li>• Maintain up-to-date knowledge of developments within the mental health and NGO sector, through networking and actively reviewing all material forwarded by the Ministry of Health, DHB and other key agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• People using Pathways services express satisfaction with the service and identify that they have achieved goals</li> <li>• Anyone who works at Pathways has the skills to engage quickly and get the best possible outcome for the service</li> <li>• We have confidence that we provide the right support at the right time</li> <li>• Our greatest imaginable challenge to address poverty is realised by our employment initiatives.</li> <li>• Our strong knowledge of services means that we know what is needed and can clearly communicate this.</li> <li>• The funder regards Pathways and the Wise Group as supportive of its direction and knowledgeable in regard to need</li> <li>• Pathways and the Wise Group are regarded as thought leaders of mental health and wellness service models within the community</li> </ul>
Our resource is the people we employ and key to the success of the region is building and maintaining a	<p><b>Inspirational leadership:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate inspirational leadership in action utilising Peak Performance principles of leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Contemporary leadership skills are modelled.</li> <li>• Peak Performance principles are visible and infused throughout the services.</li> <li>• We recruit and induct the right people. They feel welcomed,</li> </ul>

<p>highly engaged team</p>	<ul style="list-style-type: none"> <li>Recruit and induct Team Coaches, establishing strong connection to the Group, clarity of purpose of role and team, a focus on personal and team peak performance and clarity of expectation of role</li> <li>Team Coaches are coached to be inspiring leaders</li> <li>Develop supportive peer relationships between team coaches, resulting in strong service and locality leadership with consistent application of quality services and outcomes.</li> </ul>	<p>inspired and that they have the knowledge to do a great job.</p> <ul style="list-style-type: none"> <li>Staff members feel that they have opportunities to contribute to make their workplace great.</li> <li>Pathways staff demonstrate commitment and passion in their work</li> <li>Staff feel challenged and stretched and that they are valued as individuals and teams</li> <li>Every opportunity is taken to acknowledge success no matter how small</li> <li>Connecters programme is endorsed and participation encouraged,</li> <li>Low staff turnover, high levels of engagement. Requests from others re position vacancies</li> </ul>
	<p><b>Recruitment and support:</b></p> <ul style="list-style-type: none"> <li>Ensure we recruit the very best people who fit with our values and our purpose</li> <li>Seek every opportunity for staff to be engaged in their workplace and how it operates.</li> <li>Ensure every staff member has a current 90 day plan</li> <li>Monitor and review current and future competency/skill requirements within the team</li> <li>Work with teams to identify and implement training and development solutions to ensure that best practice standards are maintained</li> <li>Look for ways to facilitate learning opportunities (both formal and on-the-job) that contribute to the professional development of staff</li> <li>Celebrate achievements and have fun</li> <li>Make Pathways a workplace of choice.</li> </ul>	<ul style="list-style-type: none"> <li>We recruit and induct the right people. They feel welcomed, inspired and that they have the knowledge to do a great job.</li> <li>Staff members feel that they have opportunities to contribute to make their workplace great.</li> <li>Pathways staff demonstrate commitment and passion in their work</li> <li>Staff feel challenged and stretched and that they are valued as individuals and teams</li> <li>Every opportunity is taken to acknowledge success no matter how small</li> <li>Connecters programme is endorsed and participation encouraged,</li> <li>Low staff turnover, high levels of engagement. Requests from others re position vacancies</li> </ul>
	<p><b>Non performance:</b></p> <ul style="list-style-type: none"> <li>Actively address non-performance issues in accordance with organisational policies and procedures and the Employment Relations Act 2000</li> </ul>	

	<p><b>Wider Wise Group:</b></p> <ul style="list-style-type: none"> <li>• Provide support to other Wise Group staff within region</li> </ul>	<ul style="list-style-type: none"> <li>• The hard stuff is tackled head on and staff performance is effectively and skilfully managed.</li> <li>• Service based Wise group staff feel supported and part of the regional family.</li> </ul>
<p><b>Inspire services to exceed their personal and organisational best</b></p>	<ul style="list-style-type: none"> <li>• Inspire staff to be involved and seek small ways in which they can improve our services or our systems</li> <li>• Aid in the creation a culture where innovation is celebrated</li> <li>• Ensure all requirements of accreditation and certification are met</li> <li>• Ensure all Pathways staff are familiar and engaged with Pathways' Knowledge Sharing Framework and quality improvement activities</li> <li>• Ensure continuous improvement is deployed across the services</li> </ul>	<ul style="list-style-type: none"> <li>• A culture of continuous improvement exists with services brimming with new ideas</li> <li>• Certification and accreditation is maintained</li> <li>• Staff demonstrate awareness of Knowledge Sharing Framework and are engaged in quality activities</li> <li>• Internal quality review activities are supported in services</li> <li>• Health and safety issues within the service are addressed as per policy</li> </ul>
<p><b>Build strong and enduring relations with many stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Identify stakeholders and build strong and enduring relationships with them.</li> <li>• Ensure that the organisation's strong customer service focus is embedded in the service.</li> <li>• Work creatively and collaboratively with stakeholders to ensure that our systems and processes work for them.</li> </ul>	<ul style="list-style-type: none"> <li>• Key stakeholder relationships are accurately identified, developed and maintained.</li> <li>• External stakeholder surveys which include customers show a high level of satisfaction with Pathways. Customer service and attention to detail are highlighted as areas of strength.</li> <li>• Stakeholders are fully informed regarding Pathways' activities and support of our work</li> <li>• Entrance, transition and exit of people using services is smooth and straightforward</li> </ul>
<p><b>Meet all contractual requirements and ensure our funders are delighted with our work.</b></p>	<ul style="list-style-type: none"> <li>• Monitor contract performance, including reporting and audit requirements</li> <li>• Ensure services meet health, safety and well workplace requirements</li> <li>• Investigate and close out reportable events as appropriate</li> <li>• Review quarterly reportable event analysis and develop and implement quality improvement responses</li> <li>• Plan and manage financial budgets to remain within budget</li> <li>• Monitor optimal use of resources, implementing and supporting lean strategies as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• We are fully aware of the funders' expectations and they will be kept fully informed of our activities.</li> <li>• Contractual requirements are known and understood</li> <li>• FTE contract requirements are met</li> <li>• Accurate and timely reporting data is provided</li> <li>• General Manager is fully briefed on all incidents</li> <li>• Areas of risk are identified and resolved or escalated as required, and any negative impact is minimised through adherence to organisational policy</li> <li>• Services are culturally safe and responsive for all people using</li> </ul>



		services and their family/whanau
Be your very best	<ul style="list-style-type: none"> <li>Plan regular uninterrupted times to meet with the Service &amp; Relationship Manager to review your 90 day plan and seek feedback on performance</li> <li>Actively develop personal leadership skills</li> <li>Develop a learning and personal development plan with your manager and implement this plan as agreed</li> <li>Share knowledge gained from professional development experiences</li> <li>Work in a culturally safe and respectful manner incorporating the principles of the Treaty of Waitangi, and be mindful of the cultural diversity of the community.</li> <li>Role model a healthy lifestyle.</li> </ul>	<ul style="list-style-type: none"> <li>You are well prepared for any forums and meetings, sharing what's working and what's not and bringing solutions for improvement.</li> <li>Your skills are current and your innate curiosity means that you are always seeking new learning opportunities</li> <li>You demonstrate behaviour that is consistent with equitable practices.</li> <li>Evidence of Treaty of Waitangi principles are reflected in everyday practice and future organisational planning</li> </ul>
Think and Act as One	<ul style="list-style-type: none"> <li>Participate in creating a culture of think and act as one</li> <li>Actively participate in and contribute to national leadership forums and regional meetings</li> <li>Represent Pathways and the Wise Group in a professional manner at all times</li> <li>Provide positive and effective participation and collaboration with other parts of the Wise Group in the achievement of challenges</li> <li>Take responsibility for executing assigned tasks and projects in accordance with agreed performance standards</li> </ul>	<ul style="list-style-type: none"> <li>The Wise Group based services feel connected to each other's work and each other</li> <li>You are highly regarded for your contribution nationally within the organisation</li> <li>The service continually repositions itself to meet perceived future need</li> <li>Projects and tasks are completed within agreed timeframes to agreed standards</li> </ul>
Be committed to safety and wellness in the workplace	<ul style="list-style-type: none"> <li>Take responsibility for personal wellbeing and health management within the workplace</li> <li>Comply with legal obligations and safety and wellbeing policies and procedures</li> <li>Role model excellent safety and wellbeing practices by reporting identified <b>workplace incidents, near misses and/or hazards</b> through the safety and wellbeing system as per Wise Group safety and wellbeing policy and procedure</li> <li>Be committed to safety and wellbeing by following the Wise Group roles and responsibilities table (located on The Well).</li> </ul>	<ul style="list-style-type: none"> <li>Work practices are safe for self and others</li> <li>Policies and procedures are understood and followed as designed</li> <li>All safety and wellbeing reportable events are accurately reported within specified timeframes</li> <li>Review performance of direct reports against safety and wellbeing responsibilities</li> </ul>

## Accountabilities

Authority	<ul style="list-style-type: none"> <li>The role operates within practices and procedures covered by precedents or well defined policies, and review of end results. It is permitted to determine its own priorities provided the end result meets standards of acceptability. Supervision over work activities is usually indirect, with expected results determined by General Manager of the region.</li> <li>Latitude to consider which among many diversified procedures should be followed and in what sequence to achieve the required job results.</li> <li>Financial delegation – TBC</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>Team Coaches</li> <li>Administrative staff</li> </ul>

## Know how

	Essential	Preferred
Practical and Technical Knowledge	<ul style="list-style-type: none"> <li>Relevant professional or academic qualification</li> <li>Contemporary management knowledge</li> <li>Knowledge of Microsoft Office suite</li> <li>Knowledge of Treaty of Waitangi principles</li> <li>Knowledge of the New Zealand health sector, in particular the NGO and community sector</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Ministry of Health documents, relevant standards and legislation</li> <li>Knowledge of quality accreditation and certification systems</li> <li>Understands principles of wellness and recovery</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Three years' experience in a similar role</li> <li>Demonstrated understanding, influencing and supporting people through applying technical knowledge or rational arguments aimed at causing actions or acceptance by others</li> </ul>	