



**Human Services**  
Community Services

## POSITION DESCRIPTION

**POSITION TITLE:** Service Support Manager

<b>Region/ Head Office:</b>	<b>Regions</b>
<b>Division/Directorate:</b>	<b>Operations</b>
<b>Branch/Unit (if applicable):</b>	<b>Community Service Centre</b>
<b>Location:</b>	<b>Various</b>
<b>Grade:</b>	<b>Clerk 5/6</b>

<b>Family Name of Position Holder:</b>	<b>Initials:</b>
<b>Signature:</b>	

**POSITION TITLE OF SUPERVISOR:** Manager Client Services

<b>Family Name of Supervisor:</b>	<b>Initials:</b>
<b>Signature:</b>	

**Chief Executive or Delegate:**

**Signature:**

**Date Position Document Approved/Evaluated:** 06 October 2006

**Date Updated (This version):** 03 March 2010

**Approval Number (by CHR):** 2010/44

## **1. PURPOSE OF POSITION**

Plan, manage, monitor and report on the administrative and site management functions of the CSC(s), directly undertake some administrative functions.

## **2. REPORTING RELATIONSHIPS**

### **(i) Position title of supervisor**

Manager Client Services

### **(ii) Position titles which also report to the same supervisor**

Casework Manager

### **(iii) Titles of Positions that report to this position**

Senior Customer Service Officer  
Customer Service Officer

## **3. POSITION BACKGROUND**

Community Services (CS), in the NSW Department of Human Services, performs statutory child protection functions and provides, co-ordinates or funds the provision of support services for vulnerable families, children, young people and communities in need.

Broadly, CS' activities include assisting families to protect and care for their children; child protection assessment; providing and funding accommodation and support services for children and young people who can no longer live with their families; funding the provision of services for people who are homeless or in crisis; regulating childcare; and coordinating services for people affected by disasters.

CS deals with controversial issues within a turbulent environment that is demand driven by economic, political and social influences. The Agency's services need to be accessible and appropriate for a diverse community and based on the principles of equity, access and participation in metropolitan and rural communities. This includes services to Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, women and people with disabilities.

The Agency provides front line services to the community from a local office (Community Service Centre or "CSC"). Each office or, in some cases, a cluster of small CSCs, typically has four or more casework teams and reports to a Manager Client Services.

## **4. NATURE AND SCOPE OF WORK PERFORMED**

The Service Support Manager reports to and is usually co-located with the Manager Client Services.. To enable Managers Client Services to focus on their strategic role in the Agency's core business, the position holder has primary accountability in a CSC or CSC cluster for planning and implementing systems, allocating resources and managing provision of services in the following areas:

- Administrative support resource management.
- Core office administrative support systems in areas such as HR, Finance, Procurement, Fleet and Records Management, including implementation, monitoring and reporting on CS-wide systems in those areas.

- Clerical support to caseworkers, the Manager Client Services and other professional staff, including KiDS data input and reporting.
- Site management, including building maintenance, accommodation issues and compliance with CS security and safety requirements.
- Initial point of contact services for clients, including counter and switchboard services.
- Management and analysis of the CSC's business information, and reporting of that information to stakeholders such as the Manager Client Services, the Regional Business Manager and other Regional Office staff.
- Participation as a member of the Regional Administrative Support team in planning, implementing, monitoring and reviewing Regional and CSC administrative systems.

The position holder is the leader of the CSC's administrative team and will supervise and coach administrative staff in the duties required, ensuring relevant learning and development opportunities are provided to team members. The position holder will directly undertake administrative support duties as required to ensure continuity and quality of service.

A key support to the position holder is the Senior Customer Service Officer (SCSO). Where the SCSO is co-located with the Service Support Manager (SSM), the SSM will allocate one or more key functions to the SCSO to manage within the CSC or across the CSC cluster. Where the SSM works across a cluster of CSCs, s/he is responsible for planning, managing resources and reporting across all the CSCs, including management of staff in non-co-located CSCs where the SCSO undertakes administrative functions and (in CSCs with more than one administrative position) supervises other administrative staff undertaking those functions.

The Manager Client Services is accountable for all aspects of the CSC's administrative support functions, including safety and security. The SSM reports to the MCS and has specific responsibility for those functions as follows:

### **1. Administrative support resource management and team management.**

The administrative support required by a CSC can be broadly divided into two main areas: core administrative support systems (eg HR, procurement, finance, fleet, etc) and direct support to the front line professional staff and their managers. The position holder is responsible for planning, co-ordinating, overseeing, monitoring and reporting in relation to both of these areas. This includes deploying and supervising the available administrative staff to provide the best possible service in both areas whilst also providing appropriate rotation of staff across the various functions. The position holder will need to develop effective and responsive systems to assign administrative staff to duties taking account of planned and unplanned absenteeism, work volumes, cyclical requirements such as those related to the end of the financial year, etc.

The Service Support Manager oversees the administrative workload to ensure even distribution, manages in a way that promotes an integrated team, and which exposes administrative support staff to all facets of the administrative activities provided in the CSC.

### **2. Core office administrative support systems in areas such as HR, Finance, Procurement, Fleet, Mail management and Records Management, including implementation, monitoring and reporting on CS-wide systems in those areas.**

The position holder has primary responsibility for all CSC administrative functions and for implementing centrally developed administrative policies and procedures at local level, including updating the CSC administration manual.

Core administrative support functions include:

- HR management, including attendance systems; checking of flex sheets; production of SAP HR reports to monitor entry of leave, overtime, HDA and other records on SAP HR; extension of temporary positions and staff; etc.
- Financial transactions, including payments, petty cash, FBT returns and SAP Finance reports.

- Procurement of stationery and other stores.
- Mail and correspondence management.
- Records management for physical and computer-based documents, including computer folder and physical file creation, maintenance, tracking and locating case files, security of records, and archiving.
- Motor vehicle fleet management including systems for booking, maintenance and parking.

The position holder also has responsibility for providing guidance on these core systems to new staff.

### **3. Site management, including building maintenance, accommodation issues and security and safety requirements.**

The position holder has responsibility for undertaking tasks and/or managing and reporting on matters in the following areas:

- Building and equipment maintenance, including liaison with Regional and Central Office on accommodation projects.
- Security systems, including issue and retrieval of staff access cards; maintenance of safety equipment such as fire extinguishers; implementation and maintenance the administrative components of emergency evacuation arrangements; co-ordination of CCTV monitoring as requested by managers or professional staff; etc. (\*See note at end of PD)
- OHS systems, including maintenance of First Aid equipment and contact details for First Aid Officer(s); active input to the CSC's OHS Risk Management Plan; and prompt reporting to rectify identified site hazards.

### **4. Clerical support to Casework teams, the Manager Client Services and other professional staff.**

Administrative support to casework teams enables caseworkers to focus on providing quality case management. A key responsibility for the position holder will be to assign the Senior Customer Service Officers (SCSO) and/or Customer Service Officers (CSO) to support casework teams and other CSC professional staff and work as members of those teams, participating in team meetings and maintaining confidentiality of casework information. The SSM, SCSOs and/or CSOs assigned to support CSC casework professional staff will report formally to their respective supervisor, although the relevant Casework Manager will give direction on work priorities in supporting the casework team. The position holder will also support casework teams and CSC professional staff as needed.

The position holder will liaise with each Casework Manager to understand the specific team requirements and enable the SCSO/ CSO to understand the nature of the work undertaken by the casework team. The position holder undertakes and/or provides direction and coaches CSOs or SCSO's in the activities required to support casework teams. Such activities include:

- preparing ad hoc or other payments or reports using SAP Financials
- preparing routine correspondence and reports using word processing, spreadsheets and data entry
- assisting with the clerical and records management of cases by creating files, filing documents, tracking records/files, photocopying, preparing documentation for court purposes, etc
- providing ad hoc training or advice to caseworkers on administrative matters (e.g. financial systems, administrative policy requirements); and
- co-ordinating meetings and booking facilities and organising any necessary equipment/ materials required by the team or individual caseworkers.
- when resources allow, minute CSC meetings (or organise for a SCSO or CSO to take minutes)
- accessing the Agency's client information system (KiDS), (e.g. in accordance with Agency guidelines creating, amending and organising approval of invoices, receipts and allowances, processing, recouping and balancing petty cash, updating and maintaining data, printing

and processing payment vouchers, verifying authorisations, creating & completing records, schedules and other documentation, managing paper and electronic filing and amending case plans at the direction of Caseworkers and/or Casework managers.)

As well as providing counter, switchboard and other essential and urgent CSC support demands, the position holder will organise or directly provide administrative support to the Manager Client Services. The support provided to the Manager Client Services includes taking phone messages, accessing KiDS, SAP HR and Finance support and diary/ appointment management. The position holder will determine what matters need to be conveyed to the Manager Client Services on the occasions he or she is out of the office on Agency business.

#### **5. Initial point of contact services for clients, including counter and switchboard services.**

Counter staff duties include welcoming the visitor; contacting the officer the visitor or client has come to see; supervising children in the CSC family room; and, to support occupational health and safety. Other activities include arranging meetings and meeting rooms and/or catering. Counter and switchboard staff may also provide general information on CS services or those provided by other agencies.

In a large CSC or CSC cluster the volume and range of client interface make counter and switchboard service a complex and sensitive administrative function. Clients may have a limited understanding of the Agency's role, have special needs, be from a disadvantaged socio-economic background, be distressed or display emotional/ volatile behaviour.

The position holder is responsible for allocating staff and, if necessary, undertaking duties to service the counter and switchboard during CSC business hours. The position holder will understand the pressures involved, exercise tact and discretion and strive to ensure that:

- the CSC reception counter and switch are appropriately staffed during office hours
- counter services are shared between administrative staff through an appropriate roster system
- administrative officers are sufficiently informed to provide accurate information and make appropriate referrals
- officers are trained to deal with the activities required, e.g. monitoring CCTV
- officers who staff the CS counter are provided with CS-specific training on how to deal with difficult people and matters.

The more difficult clients and/or complex enquiries may be referred by a CSO or SCSO to the position holder who, as far as possible, will attempt to clarify the client's requests, seeking assistance from senior colleagues as necessary.

#### **6. Management and analysis of the CSC's business information, and reporting of that information to stakeholders such as the Manager Client Services, the Regional Business Manager and other Regional Office staff.**

The position holder is the key contact point in a large CSC or CSC cluster for the Regional Business Manager and other areas of the Agency seeking information concerning the administrative activity of the CSC (or CSC cluster). The position holder is accountable for gathering, analysing and reporting on data concerning the CSC's finance, human resource and other CSC administrative business.

#### **7. Participation as a member of the Regional Administrative Support team in planning, implementing, monitoring and reviewing Regional and CSC administrative systems.**

The Service Support Manager is one of the regional team of Service Support Managers. Through this team, co-ordinated by the Regional Business Manager, the position holder exchanges information on implementing effective systems across the Region. The regional

team of SSMs also liaises to ensure a consistent approach to rolling out centrally developed administration policies and systems.

## **5. CHALLENGES/PROBLEM SOLVING**

The position holder will be required to plan, deploy and monitor the administrative team staff in order to provide quality and timely administrative services and site management in a large CSC or cluster of CSCs. Typically the administrative team operates in an environment where there are several casework teams, competing priorities and many matters initiated at the same time requiring attention to a number of tasks simultaneously with firm deadlines. The position holder has to manage his/her team in a way that caters for both the casework team support needs and the core administrative system needs.

The position holder will be required to ensure CSC administrative systems are consistent with Regional and/or CS mandated systems whilst also developing local systems to meet the specific characteristics and needs of the CSC(s). The position holder must be able to participate effectively as a member of the Regional administrative team, as well as manage the CSC administrative functions in an efficient and effective manner, in order to free up the MCS to focus on core business matters.

In a cluster environment, the position holder has the challenge of managing administrative staff and functions in one or more remote CSC(s). In a single large CSC, the position holder has the challenge of managing the complexities of a large and very busy site.

## **6. DECISION MAKING**

The position holder has primary accountability in a CSC or CSC cluster for planning and implementing systems, allocating resources and managing provision of services.

In addition, the position holder is accountable to the Manager, Client Services in the areas of information analysis, administrative management of the CSC site, client counter and switchboard service, and casework team support.

The position holder will be required to:

- Operate with a considerable degree of independence, referring to the Manager Client Services or Casework Managers where relevant for significant decisions.
- Manage the individual workload of the administrative team and the overall administrative requirements for the CSC. A key focus of decision making is planning, prioritising and organising the day-to-day work so it is performed to best meet CSC service objectives and is consistent with Agency policies.
- Provide direction and leadership with respect to office operations, recommend a budget for administrative services, identify and implement operational improvements in stores and purchasing requirements.
- Establish, review and monitor the quality and standard of the CSC's administrative operations and activities relating to agency and Regional guidelines, policies and procedures,.
- Assist CSOs and SCSOs by setting daily and weekly priorities within the overall priorities agreed with the Manager, Client Services or the Service Support Manager.

## **7. COMMUNICATION**

### Internal

The Service Support Manager is part of the CSC management team, reporting to the Manager, Client Services. The position holder will be required to liaise with Casework Managers,

Psychologists, Casework Specialists, Caseworkers, and Legal Officers, in relation to their administrative support needs and with the Regional Office, head office and the Regional Business Manager.

In addition, the position holder:

- Works closely with the SCSO that is responsible for one or more key functions in the CSC and manages those SCSOs located in a cluster CSC but in a different CSC site.
- liaise with the SCSO in relation to the collection and maintenance of data and reports on the business activities of the CSC and changes to work systems and practices.
- Assists SCSOs and CSOs to develop capacity and knowledge to deputise for the position holder.
- Works closely with SCSOs and CSOs to delegate work, discuss changes to work systems, practices, procedures or guidelines, deal with general office administration issues and provide on-the-job coaching.
- Meets regularly with the Manager, Client Services and Casework Managers to understand changing service requirements as it relates to administrative services.

As leader of the CSC administrative team, the position holder will strive to ensure a positive, constructive and harmonious work environment in which the administrative support team is highly client-focused and where performance management is seen to be a regular part of day to day work. The position holder is responsible for ensuring PPR is applied as a fair, constructive process supporting open and two way communications between staff and their supervisor. The position will strive to ensure that all timelines relating to PPR and their direct reports are met and that the PPR process is conducted to agency standards.

#### External

The position holder has ongoing contact with many service providers, suppliers, contractors, business partners (e.g. NSW Businesslink) and government agencies.

## **10 KEY RESPONSIBILITIES**

- Plan and manage the implementation of effective administrative functions and systems, consistent with CS and CSC audit requirements.
- Manage corporate data systems such as KiDS, SAP financials and SAP HR and the maintenance of CSC records in accordance with Agency guidelines.
- Provide and/or manage the provision of administrative and clerical support to CSC workers and other professional staff in an efficient and effective manner.
- Manage and, if necessary, undertake duties associated with “point of contact” services for clients (including counter and switchboard).
- Organise and oversee the provision of services such as building and equipment maintenance and liaise with central office regarding accommodation issues.
- Gather, collate and analyse data and information sought by the Regional Business Manager, Regional Office or Head Office.
- Ensure the Manager, Client Services is kept informed of urgent correspondence or other priority issues when absent from the CSC during normal business operations.
- Undertake and/or oversight the roll-out and local implementation of centrally developed administrative policies as a member of the Regional Administrative Support Team.
- Provide coaching, guidance and access to appropriate training for members of the administrative team to enable the development of the skills necessary in the enhanced service environment.
- Foster and maintaining teamwork in the CSC administrative team.
- Establish, maintain and review administration systems to assist management with compliance of OHS and security policies and procedures.
- Implement Equal Employment Opportunity principles and Principles for a Culturally Diverse Society.

- Promote, adhere and foster OH&S policies and systems and the Agency's values and its Code of Conduct and Ethics.

## **11. KNOWLEDGE, SKILLS AND EXPERIENCE**

- Excellent supervisory and co-ordination skills to manage a team that provides administrative services to a number of service delivery teams.
- High level interpersonal and communication skills to enable the management of teams in a high volume office or across a cluster of offices where staff deal with sensitive issues and clients, who may express challenging emotional reactions.
- Demonstrated experience in co-ordinating and delivering services across a range of administrative and client service functions to manage a service centre.
- Good data and information analysis skills.
- Knowledge to set up and enable the operation of office equipment such as photocopiers, fax machines, overhead projectors, computers and printers.
- Demonstrated capacity to understand and develop local systems to manage the Agency's obligations under the *State Records Act*, 1998 and to implement developed administrative initiatives.
- Demonstrated computer skills in applications such as Word, Excel and PowerPoint and a good understanding and ability to use data management systems.
- Extensive (eg: around 12 months) experience in supervision and/or management of administrative systems in a human services organisation.
- Awareness of the *Children's and Young persons (Care and Protection Act)* 1998 in particular as it relates to referrals and administration systems.

### **NOTE: INFORMATION ON CLOSED CIRCUIT TELEVISION AT CSC'S**

In line with the Agency's Accommodation and Security Standards, CCTV has been installed in CSC's across the state. Following the issue of instructions to all CSC staff, the actual monitoring of the CCTV on a needs basis is the responsibility of all CSC staff.

The Service Support Manager has the specific tasks of

- Developing and maintaining administration systems for the use of the CSC's CCTV
- Co-ordinating the monitoring of the CCTV on a needs basis, as requested by managers or professional staff.

This may involve the actual monitoring by the CSO, SCSO or SSM, or alternatively, liaison with other CSC management, and/or professional staff, to provide monitoring during specific times where a request has been made by a CSC staff member.