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Candidate Brief

Needle Exchange Services Trust – Operations Manager

24 August 2020

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About the company

A proven leader in prioritising the health and wellbeing of our people, New Zealand was the first country in the world to establish a nationwide, government sponsored needle exchange programme. With compelling evidence to demonstrate its sustained success in the reduction of harm in our communities; such needle exchange programmes have now been established throughout the world.

The Needle Exchange Services Trust (NEST) is the national body that oversees the New Zealand Needle Exchange Programme (NEP) and supports the local Needle Exchanges and associated distribution outlets through the procurement, distribution and disposal of equipment and through collaborative thought leadership, advocacy and policy development.

NEST needs an experienced, mature and empathetic leader to lead the NEST team as the Operations Manager. Is this you?

About the opportunity

Reporting to the Board of Trustees through the Chair and leading a team of passionate and dedicated people, the Operations Manager takes overall accountability for the strategic and operational leadership of NEST and for national coordination and leadership of the NEP. In undertaking the accountabilities of the role, the Operations Manager will:

- Lead a high performing and committed team; supporting them to achieve their individual goals and the objectives of NEST;
- Ensure the safe and sustainable procurement, supply and disposal of all equipment made available through the NEP;
- Work closely with the Regional Managers to ensure beneficial outcomes across the NEP;
- Develop and manage strong, working relationships with key stakeholders including the Ministry of Health and industry groups;
- Actively manage the budget for NEST; ensuring appropriate use of all funding and robust reporting;
- Report to and work positively with the Board of Trustees.

This role needs a true leader who can bring groups together to achieve objectives while managing the operational demands of a socially important, nationwide organisation.

About you

To be successful in this role, you will be able to demonstrate your experience and achievements in leading a team and an operation; ideally (but not necessarily) within the broader health sector. A multi-talented manager, you will have a broad operational leadership capability which will include:

The information contained in the Candidate Brief is to assist candidates in their evaluation of the suitability of the advertised role. Decipher Group Limited accepts no liability for information provided, on behalf of the client, in good faith.

- strength in managing internal and external relationships,
- ability to effectively manage an operating budget and report on this to the funder and the Board,
- skill in bringing together multiple parties or groups and aligning them behind an objective,
- an understanding of how to manage the media and PR to communicate the desired messages most effectively.

Committed and hardworking, people will describe you as empathetic, non-judgmental and as a leader who strives to do the best for their team and their customers or stakeholders. Energetic and self-aware, you will know your limits and where to look for support to get things done and achieve organisational goals.

If you are a seasoned leader and are looking for a new opportunity that will challenge and excite you; then we want to hear from you.

How to apply

To discover more about the New Zealand Needle Exchange Programme, visit www.nznep.org.nz

For a confidential discussion about the role; contact Pia Warren on 027 2535 203 or by email to pia@deciphergroup.co.nz

Applications close: Friday 11th September 2020



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Position Description

Position title:	Operations Manager
Reporting to:	NEST Board of Trustees, via the Board Chair
Accountable for:	Operational Leadership of NEST and coordination of the New Zealand Needle Exchange Programme
Direct Reports:	National office staff including Warehouse, Distribution and Procurement, Administration, Payroll and Accounts.
Financial delegations:	In accordance with delegation & policies agreed with the Trust Board
Location:	National Office, Christchurch

Purpose of the position:

The Operations Manager is responsible and accountable to the NEST Board for operational leadership of the Needle Exchange Services Trust ("NEST") and for national coordination of the New Zealand Needle Exchange Programme ("NEP").

The Operations Manager acts as the representative of NEST to external stakeholders including the Ministry of Health and other parts of Government (government agency and associated organisations) and works closely with key suppliers and consumer groups to ensure the New Zealand Needle Exchange Programme is meeting the needs and expectations of all stakeholders.

In undertaking the accountabilities of the role, the Operations Manager will:

- Lead a high performing and committed team; supporting them to achieve their individual goals and the objectives of NEST;
- Ensure the safe and sustainable procurement, supply and disposal of all equipment made available through the New Zealand Needle Exchange Programme;
- Actively manage the budget for NEST; ensuring appropriate use of all funding and robust reporting;
- Report to and work positively with the NEST Board of Trustees
- Be a coherent voice for advocacy purposes on behalf of the NEP; notably in terms of government policy, funding and other similar matters;
- Work closely with the Regional Managers (five from each regionally based Trust) to develop consensus in matters of national consistency across the regional trusts within the NEP;
- Undertake research approved by the NEST Board that makes a positive impact on the regional communities

Key relationships

Internal	External
<ul style="list-style-type: none"> • National office staff • Board of Trustees • Regional Managers • NEP staff • Pharmacy representatives • Service users 	<ul style="list-style-type: none"> • Ministry of Health • Government agencies and departments • National and internal partner organisations • Pharmacy Representative Groups • Suppliers and contractors • Public health and Addiction providers • Medical Officers of Health • District Health Boards, Community and Public Health and Primary Care providers • Peer Support, Public Health and addiction sector providers • National and international drug law reform organisations • HCV and HIV organisations • Politicians at a national and local level • Media and Public Relations

Primary responsibilities	Key functions
<p>Team Leadership Leads and manages a highly effective team that is focused on achieving individual and organisation cultural and performance objectives.</p>	<ul style="list-style-type: none"> • Ensures that NEST is fully and effectively staffed through robust recruitment and retention processes. • Establishes and implements individual goals for all direct reports together with goals for the organisation. • Reviews and manages staff performance and behaviours in accordance with established processes and policies. • Ensures individuals within the organisation are regularly and appropriately communicated with so that they understand the direction, goals and performance of the organisation and are kept informed of all relevant matters and events. • Reviews staff performance in accordance with established goals providing coaching, performance management and leadership as necessary to ensure the organisation and the individuals are meeting these goals. • Reports to the Board of Trustees on any major staff matters.
<p>Health and Safety Leads a culture of safety, health and wellbeing; modelling behaviours that align with this culture.</p>	<ul style="list-style-type: none"> • As part of the goals set for all staff, ensures expectations are clear around safety, health and wellbeing for all staff and relevant other parties. • Champions the Health, Safety and Wellbeing culture across NEST ensuring programmes and policies set absolute value on

	<p>caring for the safety, health and wellbeing of all staff and aim for a zero-harm environment.</p> <ul style="list-style-type: none"> • Proactively models behaviours that support the Health, Safety and Wellbeing policies of NEST. Holds direct reports to account to ensure that they also proactively model appropriate Health, Safety and Wellbeing behaviours. • Ensures the Chair of the Board of Trustees is briefed on all Health and Safety incidents; immediately in the event of a major incident.
<p>Leadership Provides NEST with leadership and direction; ensuring the vision of NEST is clear and advocated for appropriately to all stakeholders</p>	<ul style="list-style-type: none"> • Provides inspirational leadership both internally and externally by engaging staff and other stakeholders to generate support for NEST strategies, plans and initiatives • Facilitates the development of the Strategic Plan in conjunction with the trust board, staff and with input from external stakeholders. Ensures the Strategic Plan aligns with the Service Specifications determined by the Ministry of Health. • Provides leadership and direction to the national NEP through ongoing effective communication and • Coordinates activities and represents the NEP at a national level on issues relating to injecting drug use and harm reduction.
<p>Operational Leadership Implements all strategic plans.</p> <p>Provides operational leadership to NEST ensuring the safe and sustainable procurement, distribution and disposal of all equipment made available through NEP.</p> <p>Ensures NEST operates in accordance with Ministry of Health Service Specifications.</p>	<ul style="list-style-type: none"> • Implements the Strategic Plan by, amongst other things: <ul style="list-style-type: none"> ○ Developing and implementing programmes and services that progress the strategic objectives and facilitate the achievement and performance of the Service Expectations determined by the Ministry of Health. ○ Ensuring the efficient and effective use of resources and assets. ○ Facilitating the development of an Annual Plan and Budget in conjunction with the Trust Board. ○ Reporting to the Trust Board as required on progress against the Annual Plan and Budget. • Oversees and ensures the safe and sustainable procurement, distribution and disposal of all equipment made available to and requested by the Regional Needle Exchanges, Pharmacies and alternate outlets engaged with the NEP. • Ensures NEST has robust – yet appropriate - operating processes and procedures and that these align with objectives and legislation and can deliver on the Service Specifications. • Oversees contract negotiation, reporting, evaluation and compliance, with government funders and other relevant agencies • Prepares all reports required to ensure the Board of Trustees and the Ministry of Health has all the information required to make

	decisions and assess performance of NEST and its responsibilities vis-à-vis the NEP.
<p>Relationship with the Trust Board</p> <p>Manages a positive and transparent relationship with the Trust Board and the Chair.</p>	<ul style="list-style-type: none"> • Provides the Trust Board with the information and advice it needs to perform its functions; either formally or informally as required and appropriate; • Actively and positively contributes in all Board meetings (when asked to attend); • Reports to the Board on the performance of the organisation and the NEP against agreed targets and in agreed formats. • Reports in a “no surprises” manner to the board
<p>Collaboration with NEP Regional Managers</p> <p>Informally and formally collaborates with all Regional Managers to ensure open lines of communication, sharing of information and experiences and developing consensus.</p>	<ul style="list-style-type: none"> • Develops and actively manages strong, working relationships with all Regional Managers, individually and collectively; • Ensures lines of communication are always open between the Regional Managers and the Operations Manager; encourages open and transparent discussion. • Initiates and chairs – where appropriate – regular meetings of all Regional Managers to facilitate sharing of information and discussion of issues. • Provides any support possible to the Regional Managers to facilitate the achievement of their goals and the goals of the NEP.
<p>Communications and Public Relations</p> <p>As authorised by the Board, acts as the voice and representative of NEST to the media and other groups.</p>	<ul style="list-style-type: none"> • Establishes with the Board, authority for making communications to the media, government or other/all stakeholders to ensure communications are endorsed and appropriate at all times. • As authorised, engages with the media and all stakeholders around issues relating to the NEP. • Oversees communications strategies to engage with all internal and external stakeholders; ensuring messaging appropriate, consistent and authorised. • Oversees all online and website content to ensure messaging appropriate, consistent and authorised.
<p>Stakeholder Relationships</p> <p>Positively develops and manages strong relationships with stakeholders to facilitate achievement of objectives.</p>	<ul style="list-style-type: none"> • Develops and enhances existing internal and external relationships to maximise support for agreed strategies, mission and vision. • Attends functions, events and meetings as necessary to further develop relationships in service of the mission and vision.
<p>Other</p>	<ul style="list-style-type: none"> • Undertakes any other task that could reasonably be expected by the Operations Manager as requested by the Trust Board

Person specification

In order to be effective in the position, the Operations Manager will have and be able to consistently demonstrate the competencies, attributes and knowledge described below.

Foundation competencies

- Building trust – interacting and communicating with others is a way that gives them confidence in your intentions and those of both NEST and the NEP.
- Focus on service delivery – providing excellent service to others as the primary focus of your actions, achieved through developing and sustaining productive relationships and evidence informed practice.
- Innovation – generating creative, innovative and evidence informed solutions to the your work
- Valuing diversity – appreciating the strengths, insights and ideas of all individuals and advocating for the ideas of diversity
- Continuous quality improvement - setting high standards of performance for self and others, assumes responsibility and accountability for successfully completing assignments of tasks, and self imposes standards of excellence rather than just having them imposed.
- Communication – being able to clearly and concisely articulate yourself in writing and orally; tailoring this to the audience at all times.
- Knowing your limits – having a strong sense of self, your strengths and your weaknesses. Knowing when and where to seek assistance to move forward or find information.

Role specific competencies

- Building a successful team – using appropriate methods and interpersonal skills to help build a cohesive team whether as a leader or a member, facilitating the identification and achievement of individual and team goals.
- Coaching – providing timely guidance and feedback to help others strengthen specific knowledge skill areas to fulfil responsibilities or tasks. Allocate tasks appropriately and provides the necessary support.
- Planning and organising – establishing courses of action for self and others to ensure the area of work is completed efficiently.

Knowledge and Experience requirements

- A commitment to peer based and peer led harm reduction for people who use drugs.
- A sound understanding of the political and social impact of the 'war on drugs' and the alternative approach of drug use as a health issue
- Experience leading a business function or organisation, ideally within a social delivery environment.
- An understanding of managing risk in the public sector coupled with an understanding of the workings of the Ministry of Health would be of value.
- A relevant tertiary qualification
- A proven track record in managing change which has resulted in improved performance and enhanced the quality of service delivery.

- Proven experience in staff management include leadership, development and performance management.
- An awareness of technology as a business tool and how to maximise its potential.



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