



Manager Service Delivery

Job Description

CLASSIFICATION JOB INFORMATION

SAP Job ID:	90001603
Position/Classification Title:	Manager Service Delivery
Pay Grade:	EC 12
Add-On Eligibility:	False
Standardized:	No
Inactive	No
Date Last Evaluated:	4/27/2021

JOB INFORMATION

Job/Working Title:	Manager Service Delivery
Department:	Community Services
Division/Section:	Service Delivery / Various Locations
Reports To (Position Title):	
Exclusion Status:	Excluded

OVERALL PURPOSE

The Department of Community Services is a large and diverse department that provides a broad portfolio of programs and services designed to help the most vulnerable people of Nova Scotia be independent, self-reliant, and secure.

Reporting to the Director, Service Delivery, the Manager, Service Delivery, is accountable for the effective leadership to, and management, implementation and delivery of this broad portfolio of programs and services; is responsible for the human resource management and operational planning within a geographic area of the Province of Nova Scotia, and holds responsibility for a number of delivery site offices and staff teams within that region.

The Manager, Service Delivery, is responsible for leading and managing the delivery of social programs that provide support to Nova Scotians using modern service models that ensure exceptional and cost-effective client service. The Manager, Service Delivery will ensure quality client service delivery to the broad range of clients served by the many programs delivered by the office(s). Current programs and services include Child Welfare/Child Protection (Intake, Temporary and Long Term Care), Foster, Adoption, Regional Resources, Child-Caring Facilities, Provincial After Hours Response, Employment Support, Income Assistance, Eligibility Review, Consolidated Client Services, and Disability Support Program services. The Manager ensures that services are delivered in a manner that promotes self-reliance and builds independence, and in a manner that is effective, efficient, integrated and sustainable. The Manager will ensure that the risks to vulnerable Nova Scotians are minimized, while managing modern and innovative service offerings to vulnerable client groups. To do this, the Manager must be familiar with and able to interpret the Acts, Regulations, policies and procedures for all core programs of the Department; understand and ensure adherence to all human resources policies and practices within the defined geographic area; contribute to program design in all program areas; provide advice to senior leaders and engage in strategic planning and implementation in a manner that ensures the success of the department's vision, mission and outcomes.

KEY RESPONSIBILITIES

Provides leadership in ensuring effective, quality client service delivery to all applicants and clients. This is achieved by understanding and interpreting the Acts, Regulations, policies and procedures for the wide range of programs and services of the Department, ensuring consistent application of policies and procedures; providing expert advice and knowledge to stakeholders including community members, elected officials, senior leaders in this and other departments, and staff.

Responsible for the effective management of human and financial resources for several offices within a specific region of the province. This is achieved through the recruitment, hiring, managing, training, developing and supporting of a broad range of professional staff (administrative, social workers, care coordinators, caseworkers and supervisors) across all core programs of the department; setting and evaluating staff performance plans; promoting diversity and a healthy workplace; leading internal communication across a broad range of program

teams; acquiring goods and services; adhering to procurement guidelines; monitoring revenues and expenditures, and participating in accurate forecasting of budget. Ensures compliance with relevant standards such as OHS, Management Manuals, Labour Standards Code, collective agreement, and program standards specific to departmental programs (i.e. Child Welfare).

Interprets and leads implementation of changes to programs and service delivery models for offices within responsibility area. This is achieved through the provision of advice and guidance to head office officials in the area of service delivery and impact of changes on clients and staff; participation in the design and leadership to the implementation phases of significant program changes across all three program areas; leads pilot projects and pockets of excellence in the assigned region; leading internal communication and representing the department in communicating change; monitoring implementation and providing feedback, advice and guidance to program and corporate divisions of the department on new and existing program policies and service delivery models.

Ensures appropriate quality and risk management processes are followed by staff, particularly in the area of process controls, security of assets, and privacy of information. Manages operating budget expenditures, quarterly financial forecasts, and the deployment and utilization of staff to ensure operational requirements are met with maximum efficiency and client focus.

Regularly evaluates the effectiveness of service delivery; prepares performance reports for achievement of service delivery objectives and identifies opportunities and specific initiatives to improve service delivery effectiveness.

Manages facilities in the specified geographic area. Ensures an appropriate and safe working environment for staff, and a welcoming, professional environment for client service. Addresses risk to staff and clients that may be posed through volatile or escalated clients on an immediate basis.

Acts as the primary liaison between front line staff/supervisors and elected officials for the purpose of case management and information provision regarding client service.

May perform other related duties as assigned

In addition to the knowledge, skills and abilities outlined in the job description, this job may include other, assignment-specific requirements (ex: French language, drivers license, membership in an employment equity group or security screening, etc.)

SCOPE

Contacts (Typical):	The incumbent has contact with the Director, Service Delivery and members of the Regional Management Team; Executive Director, Service Delivery, the Minister's and Deputy Minister's Office Staff; Directors, Managers, Coordinators and Specialists of the three programs and three corporate divisions of the head office; Elected Representatives at the Federal, Provincial and Municipal levels; Human Resources; other Government Departments by providing advice, information, briefing notes, consultation, feedback and making contributions to program design and strategy. The incumbent may interact with professionals and the general public to participate in public speaking events; to provide advice and guidance; and to represent the department. The incumbent sits on many departmental, interdepartmental and special committees working in a collaborative way, presenting the department's key messages to delivery staff, stakeholders and other government departments.
Innovation:	Resolving operational, fiscal and human resource issues which address the provision of comprehensive social service delivery to the community within an environment where human and fiscal resources need to be used differently to provide quality services. Examples include Strategic Planning, Decision Making, Visioning, Change Management, Recruitment and Retention, Succession Planning, Continuous Quality Improvement, Innovative Team Leadership and Training Initiatives. The Manager coaches supervisors and employees to understand and commit to the need for organizational and cultural change within Government through the implementation of leadership and change management interventions. The Manager resolves extraordinary operational issues involving delivery of service within cost constraints; e.g. complex and urgent client cases, provision of staffing for part-time service locations and hiring staff for peak work periods in a cost effective manner by completing an analysis of workload, workflow, client demand within the context of established service level targets and other factors (eg: labour standards, collective agreement/training, retention) to determine the appropriate staffing model and level for achieving the departmental outcomes. Typical problems include achieving the same or better level of service with decreasing budgets; addressing complex and urgent client situations within existing policy, identifying the need for policy exceptions, and motivating a workforce given conditions of constant change, vacancies, burgeoning case and

	<p>workloads, and restrictions on salaries, monetary rewards.</p> <p>Participates in Department and corporate initiatives and working groups and brings a service delivery perspective to resolving problems and identifying alternate solutions or changes to programs. Problem solving relies on thorough understanding of the Acts, Regulations and policies that govern all program areas, finance, organizational behavior and design, human resource management, quantitative methods for managing workload and workflow, technology and innovation. Problem solving occurs in an operational environment that is characterized by time sensitive, urgent, client centered, demanding issues. Frequently deals with demanding clients in complicated situations, which requires highly evolved creative thinking and interpersonal skills.</p> <p>The Manager is called upon to simultaneously lead service delivery and participate in the significant and ongoing changes being introduced to the Department.</p>
Decision Making:	<p>Decisions are made within the framework of legislation, collective agreements, professional knowledge, departmental strategic direction and government policy, and relate to the management of human and fiscal resources such as workload distribution, client service decisions, performance issues, training requirements and budget expenditures. Decisions are most often extremely sensitive, involve multiple elements and strategic in nature. The incumbent is required to make decisions that impact the regional area of responsibility while keeping these in alignment with the broader corporate plans of the department.</p> <p>The geographic location of regional offices and the distance from the Manager's supervisor requires a high level of independent decision making on the part of the incumbent. Decision making related to the redeployment of staff resources within area of responsibility daily, such as reassigning staff to a different office based on shifting workload, complex and urgent client or staffing issues, must be often be made without any consultation with the Manager's supervisor.</p> <p>The Manager leads teams of bargaining unit supervisors and as a result is responsible for supervising, coaching, mentoring and training them. The incumbent is technically responsible for discipline and performance management human related issues as the EC lead for the area.</p> <p>Decisions regarding exceptions to existing policy are made in consultation with the appropriate program division. Decisions regarding spending beyond budget limits or adding additional staff are referred to the Director, Service Delivery.</p>
Impact of Results:	<p>Service delivery is the public face of all the programs and services for the Department. Results achieved affect the ability of the Department to meet corporate goals as well as its mission and strategic goals. Results impact on the ability of staff to provide quality client service delivery to the broad range of clients served by the many programs delivered by the District Office, which include: Child Welfare/Child Protection (Intake, Temporary and Long Term Care), Foster, Adoption, Regional Resources, Child-Caring Facilities, Provincial After Hours Response, Employment Support, Income Assistance, Eligibility Review, Consolidated Client Services, and Disability Support Program services.</p> <p>The Manager's leadership of the implementation and ongoing delivery of changing programs, services and systems is critical to the success of the overall goals of the Department. The provision of expert advice and guidance to the program divisions regarding service delivery, leading the implementation of changes and being the primary change leader at the field level, while simultaneously ensuring that all aspects of service delivery in the assigned area operate without interruption impacts the public view of departmental programs, as well as staff's buy-in to significant transformation efforts that government invests in with DCS.</p>

People Management:

	# Direct Resources Managed	# Indirect Resources Managed
Additional Information (if required):	This Job Reports to: Director Service Delivery Job Titles and number of incumbents reporting to this job:	

	<p>The Manager can have up to 17 direct reports, including:</p> <p>Social Worker 3 (Social Work Supervisors, Child Welfare)</p> <p>Team Leaders</p> <p>Caseworker 4 (Casework Supervisors, DSP)</p> <p>Caseworker 3 (Casework Supervisors, ESIA)</p> <p>Secretary 1 and 2</p> <p>Clerk</p> <p>Program Admin Officer</p> <p>Direct reports are located in various offices. Managers can be responsible for between 2-7 offices, depending on the region.</p>
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LICENSES/CERTIFICATIONS

	<p>This position holds ultimate responsibility and accountability for the delivery of all client facing programs and services of DCS in a geographic area of the province. The Manager must be able to work very independently, often with limited in person contact with a supervisor, and be able to make critical decisions that impact the lives of clients and staff, often without significant consultation. Very strong leadership is required to ensure that each service delivery team is operating effectively, efficiently, and delivering excellent services within the terms of existing policies.</p> <p>Data From Conversion:</p> <p>The job requires a broad set of well-developed management and leadership competencies and skills and is responsible for the delivery of highly visible results on behalf of government. The position requires facilitating implementation of department wide initiatives and requires significant leadership to staff and stakeholders through ongoing organizational change. In addition to the knowledge, skills and abilities outlined in the job description, this job may include other, assignment-specific requirements (ex: French language, drivers license, membership in an employment equity group or security screening, etc.)</p>
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WORKING CONDITIONS

Physical Effort

Physical Environment

Sensory Attention

Psychological Pressures

Examples/ Additional Information:	<p>Examples:</p> <p>A - Physical Effort</p> <p>Sits in a comfortable position with opportunity to move about. Is required to drive on a frequent basis to offices and meetings around and outside the area of responsibility, some that involve significant distances.</p> <p>B - Physical Environment</p> <p>Primary location is in an office environment, although significant time is spent travelling between office locations for which the Manager holds responsibility.</p> <p>C - Sensory Attention</p> <p>There is a need to concentrate, analyze, contribute to and interpret written reports, policy and procedural direction, statistical information, correspondence and to conduct daily strategic planning. E-mail communication is a critical component and requires intensive concentration. Position requires direct daily consultation with staff members, and the ability to switch between program areas and HR matters quickly. There are frequent interruptions throughout the day requiring the immediate attention of the Manager.</p> <p>The Manager must be able to make significant decisions using limited information at times. Decisions can impact staff and clients, budgets and public perception.</p> <p>The incumbent prepares reports, briefing and information notes and letters to the public on behalf of the Director, Executive Director, Deputy Minister and Minister.</p>
Data From Conversion:	

Frequent delivery of presentations for staff and others on the Department's strategic and transformation agenda. Assessing a variety of different types of information - e.g. impact of changing policy on staff and clients, achievement of service levels, ways of providing services in rural areas, addressing staffing and workload pressures.

Frequent periods of intense concentration working with information and analysis and preparing and deciphering complex briefings and reports.

D - Mental Pressures

Required to meet operational requirements and constant deadlines, which regularly includes committing time beyond the regular work hours, including evenings, weekends and holidays due to the nature of child welfare. The incumbent is required to maintain a positive community profile. Works within an environment of constant interruptions, and works proactively to provide a healthy, safe work environment, in a climate where threats are regularly received. These situations often arise due to overwhelming stressors being experienced by applicants/recipients struggling with limited incomes, limited social supports, mental health issues, addictions and coping problems. The incumbent works within an environment of stressors experienced by employees within the programs due, in part, to direct contact with clients. The incumbent is required to create and maintain a healthy physical and mental working environment for all staff. The incumbent is required to successfully achieve identified Performance Targets while demonstrating excellent Leadership Competencies within the context of the described working conditions. The Manager is also required to work with three different program divisions of the department, each of which has a significant reach and has managers who specialize in one area only. The nature of the work is often 24/7 in nature given the range of child welfare programs offered 24/7/365. The daily work of a manager often precludes the opportunity for regular lunch or other breaks and requires significant work after hours, including travel outside of the home office area in order to support teams in other offices in the area of responsibility and/or to participate in provincial or regional meetings.