

C.01 Management Roles and Responsibilities

1.0 INTRODUCTION/BACKGROUND

The Mercy Services Mission and Philosophy Policy says four basic principles (collegiality, subsidiarity, accountability and co-responsibility) are *“to help shape our organisational structures and processes”*.

In relation to management roles and responsibilities these principles translate to:

- adopting structures of group rather than individual authority,
- clearly defining roles and delegations of authority
- locating responsibility with those most affected by decisions and most competent to make decisions on this area
- asking the opinion of the people most likely to be affected by a decision
- each person cooperating with their peers, those they report to and those who report to them
- each person completing the work they have agreed to complete
- each person assisting with organisational growth (not just that of the section/service where they are based)

This management style enables the provision of high quality health and community care services, responsible management of Mercy Services resources, and the effective planning for Mercy Services response to community need.

The Mercy Services Board establishes goals for the whole organisation. Through the Delegations Manual (Approved 6 July 2009) the Board empowers the Chief Executive Officer (CEO) to decide how best to achieve those goals. The CEO is responsible for implementing Board directives and for the day-to-day management and reporting of activities.

The CEO employs and empowers staff in various management, coordination and support roles to enable the fulfilment of the Mercy Services mission.

2.0 SCOPE

This policy applies to all the Mercy Services Management Team members and Coordinators.

3.0 POLICY STATEMENT

Mercy Services ensures resources and clear role descriptions are available for Managers and Coordinators to carry out their roles and responsibilities. Mercy Services will regularly review and provide feedback on how well Managers and Coordinators are meeting Mercy Services expectations.

4.0 PROCEDURES

This Policy and the written position descriptions outline the roles and responsibilities of Mercy Services management and coordination staff. In signing their position description the staff person agrees to these roles and responsibilities. Alterations to the position description can only be authorised by the CEO.

4.01 THE ROLE OF THE CEO

The Board delegates day-to-day management of Mercy Services to the CEO. Within guidelines set by the Board, the CEO has responsibility for management of Mercy Services, including:

- Implementation of the Strategic Plan, including development of and reporting against the Operational Plan;
- Recruitment, management and supervision of staff;
- Liaison with stakeholders;
- Overseeing financial management of the organisation, including approving expenditure within delegation and budget;
- Reporting to the Board; and
- Acting as the public spokesperson for the organisation, as agreed with the Chair of the Board or Directors

The CEO will make available access to his/her work diary to relevant staff within Mercy Services. This is to enable those reporting to him/her to: (1) know the whereabouts of the CEO and (2) be able to suggest suitable times/days for meetings etc.

The CEO is accountable to the Mercy Services Board.

When the CEO is on leave or unavailable the CEO will delegate the role of Acting CEO to a suitable and available Manager.

4.02 THE ROLE OF THE MANAGERS

The Managers also have the role of managing the sites or operational areas operated by Mercy Services. The CEO delegates supervision and support of Coordinators and their services to a number of Managers. The details of the roles and responsibilities of these Managers is detailed in Appendix 1.

Each Manager will make available to all of Mercy Services a copy of his/her work diary. This is to enable those reporting to him/her to: (1) know the whereabouts of the Manager and (2) be able to suggest suitable times/days for meetings etc.

Each Manager is accountable to the CEO.

When a Manager is on leave for a prolonged period the CEO, after consultation with the Management Team, may appoint one of the Coordinators as relief Manager with duties and responsibilities relevant to the length of period they are in the role.

4.03 THE ROLE OF THE MANAGEMENT TEAM

The CEO works collaboratively with the Managers in ensuring the smooth operation of Mercy Services. They meet regularly to discuss policies and issues affecting parts and/or all of Mercy Services. Their collective wisdom is available to the CEO in making decisions on the management of Mercy Services. The Terms of Reference for the Management Team are detailed in Appendix 2.

4.04 THE ROLE OF COORDINATORS

Coordinators provide day to day management of a Mercy Services service. They ensure clients’ needs are appropriately assessed and addressed.

Each Coordinator is accountable to a Manager (as delegated by the CEO).

When a Coordinator is on leave for a prolonged period the CEO, after consultation with their Manager, may appoint one of the staff as relief Coordinator with duties and responsibilities relevant to the length of period they are in the role.

4.05 MANAGEMENT ROLES

Position	Organisation-wide and site roles
CEO	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Oversee day to day management of Mercy Services <input checked="" type="checkbox"/> Oversee payroll and accounts and administration <input checked="" type="checkbox"/> Responsible for relationship with Board of Directors <input checked="" type="checkbox"/> Oversee quality improvement/external accreditation <input checked="" type="checkbox"/> Industrial relations (<i>determine remuneration, write employment contracts, ensure I.R. Law compliance, liaise with unions/employee representatives, in consultation with Manager intervene in disputes and discipline issues</i>) <input checked="" type="checkbox"/> Overseeing policy development, implementation and review <input checked="" type="checkbox"/> Chair of a Quality Improvement Workgroup (<i>or appoint a delegate</i>)
Finance Manager	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Leads day to day finance operations <input checked="" type="checkbox"/> Functional responsibility for payroll, accounts <input checked="" type="checkbox"/> Liaise regularly with CEO and other managers <input checked="" type="checkbox"/> Supervision and support of administrative staff <input checked="" type="checkbox"/> Compliance with finance related policies and laws <input checked="" type="checkbox"/> Responsibility for fleet and asset management <input checked="" type="checkbox"/> Finance and budget presentations to Board <input checked="" type="checkbox"/> Oversee budget preparation process <input checked="" type="checkbox"/> Oversee annual external financial auditing process

Position	Organisation-wide and site roles
	<ul style="list-style-type: none"> ☑ Information Technology (<i>liaise with SOS regarding a users access rights, oversee development/implementation of IT Plan</i>)
Director of Care Services Residential Aged Care Facility, Singleton	<ul style="list-style-type: none"> ☑ Day to day management of Residential Aged Care Facility ☑ Recruit, supervise and monitor all facility staff ☑ Liaise regularly with CEO and Finance Manager ☑ Coordinate facility Work Health & Safety ☑ Coordinate facility Return to Work of injured workers ☑ Information Technology at facility Aged Care Facility (<i>liaise with Finance Manager and SOS</i>) ☑ Liaise with other Managers re regarding HR and policy matters ☑ Oversee all facility maintenance matters ☑ Work with CEO and Finance Manager regarding approval of accommodation and other payments
Manager Tighes Hill	<ul style="list-style-type: none"> ☑ Coordinate Work Health & Safety (excluding Singleton facility) ☑ Coordinate Return to Work of injured workers (excluding Singleton facility) ☑ Oversee maintenance at Tighes Hill site ☑ Monitor and supervise Home Care Package and Home Support Program staff at Tighes Hill and NECC sites. ☑ Oversee Document Management (<i>approval of Mercy Services forms, brochures, etc. and ensure that files saved correctly on the server</i>) ☑ Coordinate Quality Improvement program (excluding Singleton) ☑ Coordinate environmental responsibility process ☑ Coordinate internal and external organisational communication/promotion
Manager West Wallsend	<ul style="list-style-type: none"> ☑ Coordinate Learning & Development (as it applies across Mercy Services see F.2 Learning and Development Policy) ☑ Oversee maintenance of West Wallsend site

Position	Organisation-wide and site roles
	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Monitor & supervise staff at West Wallsend, Wallsend & Elernmore Vale sites <input checked="" type="checkbox"/> Chair of Learning & Development Workgroup <input checked="" type="checkbox"/> Coordinate staff vaccinations (excluding Singleton) <input checked="" type="checkbox"/> Coordinate Personal Protective Equipment
Manager Community Transport	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensure smooth running of Community Transport Programs <input checked="" type="checkbox"/> Recruit, monitor and supervise Community Transport staff <input checked="" type="checkbox"/> Promote Mercy Services Community Transport <input checked="" type="checkbox"/> Liaise with other Community Transport organisation regarding sector-wide innovations and issues <input checked="" type="checkbox"/> Oversee maintenance of Carrington site
Manager Family & AOD	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensure smooth running of McAuley AOD and Family Programs including Community Housing & Holyoake <input checked="" type="checkbox"/> Day to day management of Support Coordination Program & Singleton Respite service. <input checked="" type="checkbox"/> Recruit, monitor and supervise staff in the above programs <input checked="" type="checkbox"/> Oversee maintenance of Tighes Tce site <input checked="" type="checkbox"/> Promote and further develop AOD, Family and Mental Health Services <input checked="" type="checkbox"/> Liaise with NDIS regarding Support Coordination Program
Coordinators	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> As required participate in workgroups and roles e.g.,: <ul style="list-style-type: none"> ➤ WHS workgroup representative ➤ Reconciliation Advisory Group ➤ Environmental Responsibility Workgroup ➤ Fundraising Subcommittee ➤ Newsletter Workgroup ➤ Social activities Workgroup ➤ First Aid Officer ➤ Building Warden ➤ Quality Improvement Workgroup

5.0 REFERENCES

1. Australian Standards	a) AS/NZS 4360: Risk Management
2. Legislation	a) Corporations Act 2001 (Cth) b) Work Health Safety Act, 2011 (NSW)
3. Professional guidelines	a) nil
4. Codes of Practice	a) nil
5. Codes of Ethics	a) Australian Association of Social Workers Code of Ethics http://www.aasw.asn.au/document/item/1201 b) Australian Psychological Association Code of Ethics http://www.psychology.org.au/Assets/Files/Code_Ethics_2007.pdf c) The Nursing and Midwifery Board of Australia. Registration Requirements http://www.nursingmidwiferyboard.gov.au/Registration-Standards.aspx d) Integrity in the Service of the Church https://www.catholic.org.au/media-centre/media-releases/cat_view/10-organisations/38-national-committee-for-professional-standards e) Mercy Services Code of Conduct
6. Evidence	a) nil
7. Mercy Services Values	a) Justice, Respect, Care, Unity, Service

6.0 OTHER RELATED POLICIES

- Values Policies
- Board Policies
- Organisation Management
- Financial Management / Administration Policies
- Service Delivery
- Staff / Volunteers Policies
- Work Health & Safety Policies

7.0 RELATIONSHIP WITH STANDARDS

Aged Care Accreditation Standards	Home Care Standards	Disability Standards	EQulP Standards
1.1, 1.2, 1.3, 1.5, 1.6, 1.8, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, 4.1, 4.2, 4.3, 4.5	1.1, 1.2, 1.3, 1.5, 1.6, 1.7, 1.8, 2.2, 2.3, 2.4, 2.5, 3.3	2.5, 6.1, 6.2, 6.3	1.4.1, 2.2.2, 3.1.1, 3.1.2, 3.1.5

8.0 DOCUMENT CHANGES RECORD

Dates of change	Section altered	Natures of changes made
July 2001	Section 2 Governance Policy Section 3 Board of Directors Policy	First record of relevant policy First record of relevant policy
12/10/2009	a) All sections	a) Major rewrite
25/01/2010	a) 4.01 b) Appendix 1	a) Manager Tighes Hill to be Acting GM when GM not available

		b) Managers and Coordinators ensure their staff have training; Manager and Coordinator approval of finances for training; Managers monitor budget progress; Managers approval exceptional use of vehicle.
08/02/2010	a) Appendix 1	a) Only GM can waiver client fee
19/07/2010	a) 4.04 and Appendix 1 b) Appendix 2 c) Appendix 3	a) Added that Management Team are consulted on Policy Review/Development b) Updated Agenda items for Management Team meetings c) Updated chart
23/03/2011	7.0 Relationship to Standards	Replace HACCP Standards and CACP Standards with Community Care Common Standards and update to EQUIP 5 Standards
14/11/2012	All Sections	Organisation name updated
25/05/2016	a) All sections b) 2.0 Scope and 3.0 Policy Statement c) 4.01 The role of the CEO d) 4.05 Management Roles e) 5.0 References f) 7.0 Relationship to Standards g) Appendix 1 Roles and responsibilities of various Mercy Services management personnel h) Appendix 2 i) Appendix 3	a) Change GM to CEO and job description to position description b) Rewritten more concisely c) Acting CEO can be delegated to any Manager d) Add Finance Manager, Director of Care and Manager: Community Transport. Move IT role from Manager TH to Finance Manager. Add CQI and environmental responsibility to Manager TH. Delete recruitment from Manager WW. Add vaccinations and PPE to Manager WW. Add multiple roles to Manager Family & AOD. e) Update Codes of Ethics f) Add Aged Care Accreditation Standards and update Disability Standards g) Add to CEO: ensure Manager receive financial reports, monitor CEO/Board complaints. Add to Manager: assist Coordinators develop annual operational plans. Add to Coordinators: organise annual operational plan meetings and implement annual operational plan h) Add Manager: Community Transport, change meeting frequency to as required i) Updated
Review due 25/05/2019		

Appendix 1. Roles and responsibilities of various Mercy Services management personnel:

	CEO	Managers	Coordinators
Staffing	<ul style="list-style-type: none"> ▪ Determine the salaries and allowances of staff in accordance with Award provisions. ▪ Decide on paid leave (including approving adequate relief leave arrangements) for Managers and other staff report to CEO ▪ Leave without pay for all staff up to twelve (12) months. ▪ Write and sign Employment Contracts for all staff employed at Mercy Services. ▪ Authorisation of timesheets for Managers and other staff reporting to CEO ▪ Payment of higher duty allowance in accordance with Award provisions. ▪ Regrading of staff in accordance with Award provisions. ▪ Advertising for and recruitment of staff to approved positions within the funded establishment. ▪ Approval of time-in-lieu for Managers and other staff reporting to CEO without requiring additional staff to fill the vacancy caused by staff taking time in lieu. ▪ Ensure Manager’s position description and employment contract are up to date ▪ Conduct regular performance reviews with each Manager individually ▪ Meet regularly/weekly with each Manager 	<ul style="list-style-type: none"> ▪ Decide on paid leave (including approving adequate relief leave arrangements) for Coordinators and other staff reporting to Manager ▪ Approval of time-in-lieu for Coordinators and other staff reporting to the Manager without requiring additional staff to fill the vacancy caused by staff taking time in lieu. ▪ Authorisation of timesheets for Coordinators, in area of delegation. ▪ Ensure Coordinator’s position description and employment contract are up to date (<i>liaise with CEO before agreeing to changes</i>) ▪ Conduct annual performance appraisal with each Coordinator individually ▪ Provide supervision as per F.05 Performance Review and Management Policy ▪ Ensure Coordinators and other staff reporting to Manager receive equitable and adequate training 	<ul style="list-style-type: none"> ▪ Decide on paid leave (including approving adequate relief leave arrangements) for all staff reporting to Coordinator ▪ Rostering of staff/volunteers ▪ Authorisation of timesheets for staff, in area of delegation. ▪ Approval of time-in-lieu for staff, in area of delegation. ▪ Employment of casual staff within funded establishment and ceiling as determined by the CEO. ▪ Recruitment of staff/volunteers within their particular program (requires approval of CEO to advertise and appoint). ▪ Approval of time-in-lieu for staff who report to Coordinator without requiring additional staff to fill the vacancy caused by staff taking time in lieu. ▪ Provide supervision as per F.05 Performance Review and Management Policy ▪ Ensure staff reporting to Coordinator receive equitable and adequate training
Finances	<ul style="list-style-type: none"> ▪ Payment to External Contractors in accordance with determination/contract provisions. ▪ Expenditure of funds up to a limit of \$50,000 as per Delegations Manual ▪ Expenditure for conference/courses where the cost over and above Award entitlements totals up to \$25,000 providing funds are available. 	<ul style="list-style-type: none"> ▪ Approval of training of Coordinator and other staff report to Manager up to \$500 per occasion. ▪ Goods/services and repairs/maintenance up to \$500 per occasion on site over which the Manager has responsibility ▪ Ensure reporting programs operate within their budget 	<ul style="list-style-type: none"> ▪ Approval of training of staff who report to Coordinator up to \$100 per occasion. ▪ Petty Cash to \$100. ▪ Purchase of consumable items to maximum of \$100. ▪ Purchase of items for clients in accordance with service aims to a maximum of \$100 per item.

	CEO	Managers	Coordinators
	<ul style="list-style-type: none"> ▪ Purchase of and sale of all replacement motor vehicles. ▪ Payroll authorisation ▪ Investment of funds as per Delegations Manual ▪ Petty cash determined from time to time. ▪ Approval to open and close Bank and Investment Accounts ▪ Monitor budget income and expenditure and inform Coordinator (or relevant operational supervisor) to make modifications as required ▪ Ensure Finance Manager supplies Managers with relevant budget progress reports ▪ Decide whether a client fee can be waived 		<ul style="list-style-type: none"> ▪ Decide on individual variations for the set client fee (or refer exemption from fees to CEO)
Organisation Wide role	<ul style="list-style-type: none"> ▪ Primary responsibility for identifying organisation wide issues, clarifying roles to address these issues and allocate appropriate staff 	<ul style="list-style-type: none"> ▪ Act as delegate for the CEO with responsibility for designated roles (see section 4.01 of this Policy) 	<ul style="list-style-type: none"> ▪ Assist in workgroups and roles that assist
Operations	<ul style="list-style-type: none"> ▪ Development & approval of policies and procedures that relate to the operation and management of Mercy Services. ▪ Ensure the Management Team is presented with Policies being reviewed/developed for discussion. When the CEO is satisfied with the policy s/he will approve and ratify it. ▪ Applications for external funds for expansion of current services, for new services for research projects or equipment/resources. ▪ Use of official vehicles - may include standing arrangements for travel by employees to and from work and garaging of vehicle at the home of employees and private usage from time to time. ▪ Travel on official business outside NSW ▪ Use of the site and its facilities by external individuals/groups ▪ Approve and sign variations to Funding and Performance Agreements for existing services 	<ul style="list-style-type: none"> ▪ Travel by Manager, Coordinator or staff reporting to Coordinator on official business outside the Hunter. ▪ Use of the site and its facilities by Mercy Services ▪ Approve in writing any exceptional use of official vehicles beyond agreed Employment Agreements. ▪ Ensure quarterly inspection takes place for the site over which the Manager has responsibility ▪ Ensure annual evacuation drill takes place for the site over which the Manager has responsibility ▪ Ensure building wardens are trained and able to complete role for the site over which the Manager has responsibility ▪ Organise/liaise with cleaners, services (pest, air con, etc.), and maintenance 	<ul style="list-style-type: none"> ▪ Organise annual Operational Planning meetings ▪ Implement annual Operational Plan ▪ Use of official service vehicle on official business including travel to/from work and garaging of vehicle at their home and private usage when approved by CEO . ▪ Use of cab charge re client transport when necessary to meet service aims. ▪ Provisions for special functions subject to approval of the CEO. ▪ Travel by Coordinator or staff reporting to Coordinator on official business within the Hunter. ▪ Ensure that staff comply with requirements of Care Plan and Mercy Services Policy and Procedure

	CEO	Managers	Coordinators
	<ul style="list-style-type: none"> ▪ Collate various monthly reports and submit an organisation wide report to the Board ▪ Ensure that Manager's comply with requirements of Performance Indicators, Output targets and Mercy Services Policy and Procedure ▪ Monitor and respond appropriately to formal complaints/grievances received by the CEO/Board. 	<p>workers for the site over which the Manager has responsibility</p> <ul style="list-style-type: none"> ▪ Assist Coordinator(s) define evidenced based practice and key performance indicators for their service. ▪ Co-facilitate with the Coordinator(s) an annual program review meeting with staff/volunteers (and a session for clients) ▪ Assist Coordinators develop an annual Operational Plan ▪ Respond to any complaints regarding the programs s/he oversees ▪ Receive the Coordinator's monthly report and pass it on to the CEO (<i>only Coordinator can change reports contents</i>) ▪ Ensure that Coordinator's comply with requirements of Service Description, Performance Indicators, Output targets and Mercy Services Policy and Procedure 	
External relations	<ul style="list-style-type: none"> ▪ Media contact in relation to policy, program and service delivery matters. ▪ Represent Mercy Services at external meetings/forums 	<ul style="list-style-type: none"> ▪ Decide which external meetings/forums they can attend ▪ Represent Mercy Services at external meetings/forums 	<ul style="list-style-type: none"> ▪ Decide which external meetings/forums they and their staff can attend ▪ Represent Mercy Services at external meetings/forums

Appendix 2. Mercy Services. Management Team Terms of Reference 25 May 2016

Background

Mercy Services has a diversity of programs and a diversity of client issues. Effective management of the organisation requires that plans and decisions must take account of this diversity. The organisation's Strategic Plan requires the development of a management style that is characterised by: collegiality, subsidiarity, accountability and co-responsibility.

Composition

The Management Team will be comprised of:

1. the CEO (*permanent member*);
2. Finance Manager; (*permanent member*)
3. Director of Care Services Aged Care Facility Singleton; (*permanent member*)
4. the Manager Tighes Hill (*permanent member*);
5. the Manager West Wallsend (*permanent member*);
6. the Manager Community Transport (*permanent member*);
7. the Manager AOD and Family Services (*permanent member*);

Purpose

The Management Team is the means by which the CEO works collegially with Managers. The CEO will take all non-urgent decisions pertaining to the organisation as a whole to the Management Team for consultation.

The Management Team is an extension of the CEO's role of guiding and nurturing the whole organisation. Each Manager will bring the perspective of the roles and services they support and will also make decisions on the best interests of the organisation as a whole.

The regular agenda for the Management Team will include:

- a) Board issues and Strategic Plan
- b) Site issues
- c) Program issues/reports
- d) Policy and Procedures review/development.
- e) Organisation wide budget and finances report,
- f) Work health and safety
- g) Training and personnel development
- h) Industrial/Staff issues
- i) Credentialing, defining the scope of worker practice and monitoring of clinical practice.
- j) Accreditation and Quality Improvement
- k) Indigenous issues
- l) Cultural And Linguistic Diversity issues
- m) Other business

The Management Team will meet as required by the CEO.

The CEO will ensure minutes are kept of Management Team meetings.

Authority

The CEO will strive to have decisions made by consensus. If this is not possible the CEO retains authority to make the decision.

The CEO may delegate to members of the Management Team authority for specific roles or purposes within or on behalf of the organisation.

The Management Team will support the role of Coordinators in providing leadership and service coordination/administration within their program.

Appendix 3.

Mercy Services Organisational Chart, 08th March 2016

