

SQS 4

The roles and responsibilities of all staff, managers, the Management Committee and/or the Board or other decision making bodies should be clearly defined.

- 4.1 Job description and duty statements which define roles, responsibilities and accountabilities in respect of all positions within the service unit are available.
- 4.2 Job description and duty statements form part of the information accessible to all staff, service users and other interested parties.
- 4.3 The roles, responsibilities and membership of the Management Committee and/or the Board or other decision making bodies are clearly defined and documented.
- 4.4 The service unit has an organisation chart which depicts its overall structure and accountability relationships.

A. INTRODUCTION TO SQS 4 - ROLES AND RESPONSIBILITIES

Sound organisation management practices will facilitate the delivery of quality social welfare services to service users. SQS 4 covers a range of basic aspects of effective service management.

The intent of the Standard is to ensure that

- the organisation provides a quality service and is accountable to the community through clearly defined roles and responsibilities;
- service users, staff and the community have an opportunity to understand the structure and governance of the organisation; and
- the service unit manages its resources efficiently through the elimination of role confusion and specific targeting of its activities.

B. ESSENTIAL REQUIREMENTS FOR MEETING SQS 4

In order to meet SQS 4, your service unit will need to:

- have documents spelling out accurate and current job description which defines duties, responsibilities and accountability relationships for each staff position within the unit.
- have a written statement covering the roles, responsibilities and membership of the Management Committee/Board of Management or other decision-making bodies.
- have a current organisation chart showing the overall organisational structure and accountability relationships of the unit.
- ensure that the job description specified above is available to service users, staff and other interested parties.

C. RESOURCES TO ASSIST YOUR SERVICE UNIT TO MEET SQS 4

This manual contains the following documentation:

- a sample Job Description for an Agency Head
- a sample Job Description for a staff member providing direct service
- a model Role and Function Statement for a Board of Management
- a model Organisation Chart for unit of a large multi-divisional NGO
- a model Organisation Chart for unit of a small NGO

The documentation may be used by your service unit:

- as a reference document when reviewing your service unit's existing Job Description, Board documentation and Organisation Charts
- as a basis for developing your own documentation
- as a model which may be adopted by your service unit if you do not currently have the specified documents or are wishing to update existing documents

The sample documents provide generalised examples. You will need to adapt them to suit the specific details of your organisation.

Sample Job Description for an Agency Head

This example provides the major headings of a Job Description and advice on the content. It also provides examples to illustrate the intention of each point. The examples are highlighted in *italics* and are for illustrative purposes only. You may wish to use the wording or to alter it, as appropriate to the particular position in your organisation that you are describing. Each Job Description should be individually written to reflect the key requirements of the position and the characteristics of your agency.

1. POSITION TITLE [Insert Details e.g. Executive Director]

2. NAME OF AGENCY [Inset Details]

3. BRIEF DESCRIPTION OF THE AGENCY

4. POSITION SUMMARY

A brief paragraph summarising the overall role and responsibilities of the position.

For example:

The overall role of the Executive Director is to provide leadership and management of the [name of agency]. This includes development of the agency's vision and direction for the next five years positioning it as a key player in the rehabilitation services sector; the formation of effective community relationships, maintenance of excellent relationship with the Board of Management, staff leadership and management and responsible fiscal management.

5. REPORTING RELATIONSHIP

Description of the reporting relationships of the position. This is usually to the Board of Management.

For example:

Responsible to: Chairman, Board of Management

6. KEY ROLES AND RESPONSIBILITIES

These are arranged and numbered in descending order of importance. The specific elements are commonly sorted into categories and there are usually between 5 and 7 points under each category. Most job descriptions end with a non specific 'other duties as directed'. Each point should commence with an 'action' word such as *develop, initiate, liaise, supervise* and so on.

For example:

Categories that might be considered for the Executive Director's roles include:

A. LEADERSHIP [example only]

1. *Develop the vision for the [name of agency] through extensive consultation and communicate this vision to service users, staff, board and the general community.*
2. *Effectively liaise with Government and members of the Board of Management, service users and staff and ensure that the service develops a high profile with the general community.*

B. MANAGEMENT [example only]

1. *Initiate regular planning activities, including the production and regular updating of a strategic plan to ensure that the agency maintains its focus on providing high quality services to service users.*
2. *Be responsible for the efficient and timely preparation of the budget and regular financial reports ensuring that the agency operates within budget.*

C. STAFF MANAGEMENT [example only]

1. *Be responsible for the recruitment and appointment of key staff and for the regular review of their performance.*
2. *Ensure that the organisation has a staff training and development policy and implementation strategy.*

D. BOARD RELATIONSHIP [example only]

1. *Maintain a close working relationship with the Board of Management including regular contact with the Chairman and the convenors of Board sub-committees.*
2. *Ensure that the Board is well briefed on matters concerning the agency and is provided with regular written reports prior to Board meetings.*

E. COMMUNITY LIAISON [example only]

1. *Promote the community's understanding of the scope and extent of services offered by the [name of agency].*
2. *Develop good working relationships with other agencies in the sector and initiate opportunities for co-operation and mutual benefit.*

F. CODE OF CONDUCT [example only]

1. *The Executive Director sets an example to all staff through exemplar conduct and acts in accordance with the Code of Conduct Policy of [name of agency].*

7. OTHER INFORMATION

You may wish to include some identifying information at the end of the job description such as the date of its development, any attachments to it (e.g. organisational chart or key performance indicators associated with the position) and the name and signature of the person or committee responsible for developing the document (e.g. Mr [name] or The Operations Sub-Committee of the Board of Management)

[signature of Chairman, Board of Management]

[date]

Sample Job Description for a staff member providing direct service

(NB: This sample job description uses the position of family service caseworker as an example only)

This example provides the major headings of a Job Description and advice on the content. It also provides the examples to illustrate the intention of each point. The examples are highlighted in *italics* and are for illustrative purposes only. You may wish to use the wording or to alter it accordingly. Each Job Description should be individually written to reflect the key requirements of the position and the characteristics of the agency.

1. POSITION TITLE [Insert Details e.g. Family Service Caseworker]

2. NAME OF AGENCY [Insert Details]

3. NAME OF SERVICE UNIT [Insert Details]

4. BRIEF DESCRIPTION OF THE AGENCY AND SERVICE UNIT

5. POSITION SUMMARY

A brief paragraph summarising the overall role and responsibilities of the position.

For example:

The overall role of the Family Service Caseworker is to provide counselling and casework services to individuals and families seeking assistance for personal and family problems from the [name of service unit]. This position works within the service framework objectives of the preservation of the family unit and the strengthening of the capabilities of the individual and family to resolve problems [example only].

6. REPORTING RELATIONSHIP

Description of the reporting relationships of the position.

For example:

Responsible to: Officer-in-Charge of [name of service unit]

7. KEY ROLES AND RESPONSIBILITIES

These are arranged and numbered in descending order of importance. The specific elements are commonly sorted into categories and there are usually between 5 and 7 points under each category. Most job descriptions end with a non specific 'other duties as directed'. Each point should commence with an 'action' word such as *develop, initiate, liaise, supervise* and so on.

For example:

Categories that might be considered for the Family Service Caseworker's roles include:

A. COUNSELLING AND CASEWORK [example only]

1. *Provide counselling in a professional manner to families and individuals seeking assistance with relationship and behavioural problems.*
2. *Provide comprehensive casework services to service users under statutory orders.*

B. COMMUNITY LIAISON [example only]

1. *Act as liaison officer to family/child care institutions in the district and co-ordinate admissions/discharges when required.*
2. *Prepare and present talks and presentations about the [type of service/name of service unit] to community organisations and interested others.*

C. ADMINISTRATION [example only]

1. *Prepare case notes, related case summaries, referrals and written reports to a high standard ensuring that all paperwork is up-to-date and filed appropriately.*
2. *Keep relevant statistics on caseload and duties undertaken as required.*

D. PERSONAL DEVELOPMENT [example only]

1. *Undertake regular professional development activities to ensure the most up-to-date knowledge of issues relevant to the position.*
2. *Participate in staff training and development programs as requested.*

E. CODE OF CONDUCT [example only]

1. *Staff are required to act in a professional manner at all times in accordance with the Code of Conduct Policy of [insert name of service unit].*

8. OTHER INFORMATION

You may wish to include some identifying information at the end of the job description such as the date of its development, any attachments to it (e.g. organisational chart or key performance indicators associated with the position) and the name and signature of the person or title of the position responsible for developing the document (eg. Mr [name] or Officer-in-Charge).

[signature of Agency Head]
[date]

Model Role and Function Statement - Board of Management

This example provides the major headings of a Role and Function Statement for a Board of Management and suggestions on the content. You may wish to use the suggested wording, alter it as appropriate to reflect the key requirements of the Board's role in your agency and the special characteristics of your agency or as a point of comparison with your current Board Role Statement.

ROLE AND FUNCTION STATEMENT FOR THE BOARD OF MANAGEMENT OF [INSERT NAME OF AGENCY]

1. Roles and Functions of the Board of Management

The Board of Management is responsible to the community for the governance of [insert name of agency]. The agency head is responsible for the management of the agency. The lines of responsibility to the Board for the service and activities of [insert name of agency] is through the agency head through whom all matters are directed by staff and other agencies.

The Board achieves its role ensuring that the needs of the service users seeking a service from [insert name of agency] are met through:

- effective management
- overseeing the mission of the agency
- setting policy
- support and promotion of the agency

2. Responsibilities of the Board of Management

There are ten primary responsibilities of the Board of Management.

1. Select, support and evaluate the Agency Head and delegate operational management responsibilities to that position.
2. Approve policies, priority objectives of the service, major programs and services, major operating systems and procedures, organisation structure and performance standards.
3. Support and participate in the agency's ongoing planning processes.
4. Ensure the financial solvency of the agency including approval of annual budget.
5. Ensure reporting obligations are met and the entering into Agreements with funding bodies.
6. Establish and maintain procedures for conducting the business of the Board and governance of the agency.

7. Monitor the performance of the agency including the achievement of objectives, personnel/ financial/other resource management and the performance of the agency head.
8. Communicate views from the general community to the agency in order to ensure that the agency is well informed and in touch with a variety of opinions.
9. Serve as a final point of appeal in the case of internal conflict which are unable to be settled by the management.
10. Undertake periodic self-assessment of performance and effectiveness as a Board and actively identify potential new Board members to ensure continuity and growth of the Board.

3. Accountabilities of the Board of Management

The Board discharges its accountability to the community by:

- holding elections to the Board
- holding an annual general meeting, preparing and presenting an annual report
- discharging properly its functions as Board members including ensuring standards of service
- promoting and advancing the interests of the service
- ensuring that the service is provided with sufficient resources
- having an adequate planning and policy base to enable staff to discharge their accountabilities to the Board and service users

4. Duties of Board of Management Members

The Board of Management members have overall responsibility for the governance of the agency and all members should play an active role in decision making and contributing to policy and directions.

1. Attend Board of Management meetings and participate in discussions and decisions.
2. Read, comment on and contribute to papers and proposals for decision by the Board of Management.
3. Participate in sub-committees and working groups.
4. Carry out the legal, financial, employment, planning and evaluation responsibilities.
5. Represent the agency from time to time.

6. Participate in orientation and training sessions for the Board.
7. Declare any conflict of interest should one arise.

5. Membership of the Board of Management

[insert the membership of the Board of Management of the agency].

[signature of Chairman, Board of Management]

[date]

Sample Organisation Charts - *unit of large complex organisations*
- *unit of small organisations*

1. Introduction

There are many different ways to present an organisation chart. You should consider:

- the objective of the chart
- who is the target audience
- what sort of information you need to convey

Most commonly, organisation charts illustrate the relationship between functional areas of an organisation.

2. Presentation

The presentation of information in a chart can be quite complicated. A number of computer programs exist which assist in the drafting of charts.

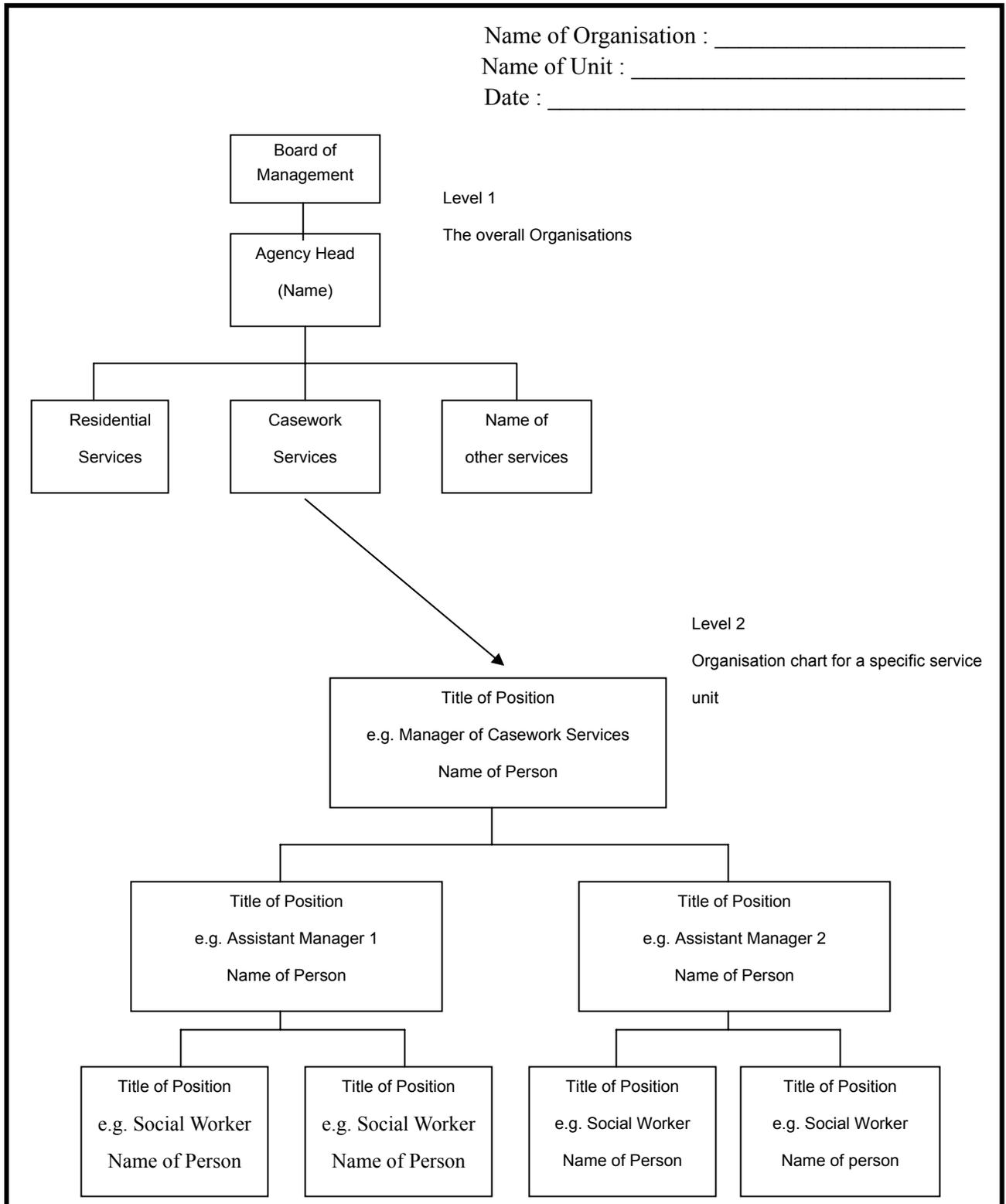
A few conventions exist. For example:

- Unbroken lines (____) are used to illustrate direct connections and reporting relationships.
- Broken lines (----) are used to illustrate indirect connections and relationships.
- Size, shading and placement of the information are important considerations. The prominence and amount of space taken on the page by a particular sub-section of the organisation may be interpreted as an indicator of relative importance.
- All organisation charts must carry the name of the agency, unit and the date of the chart in a prominent position.
- Some charts have a signature block from the agency head and Board of Management indicating that it is the official structure of the organisation.
- The position titles and names of senior management staff are usually included on the chart. The names of all staff or their position titles are rarely included. Phone/Fax details should not appear on the organisation chart. A legend should be used if abbreviations must be used, but it is preferable to use the title in full wherever possible.
- In a large organisation, the number of staff in each division may be included e.g. General Manager, Operations and 25 staff.
- The Board of Management should be included.

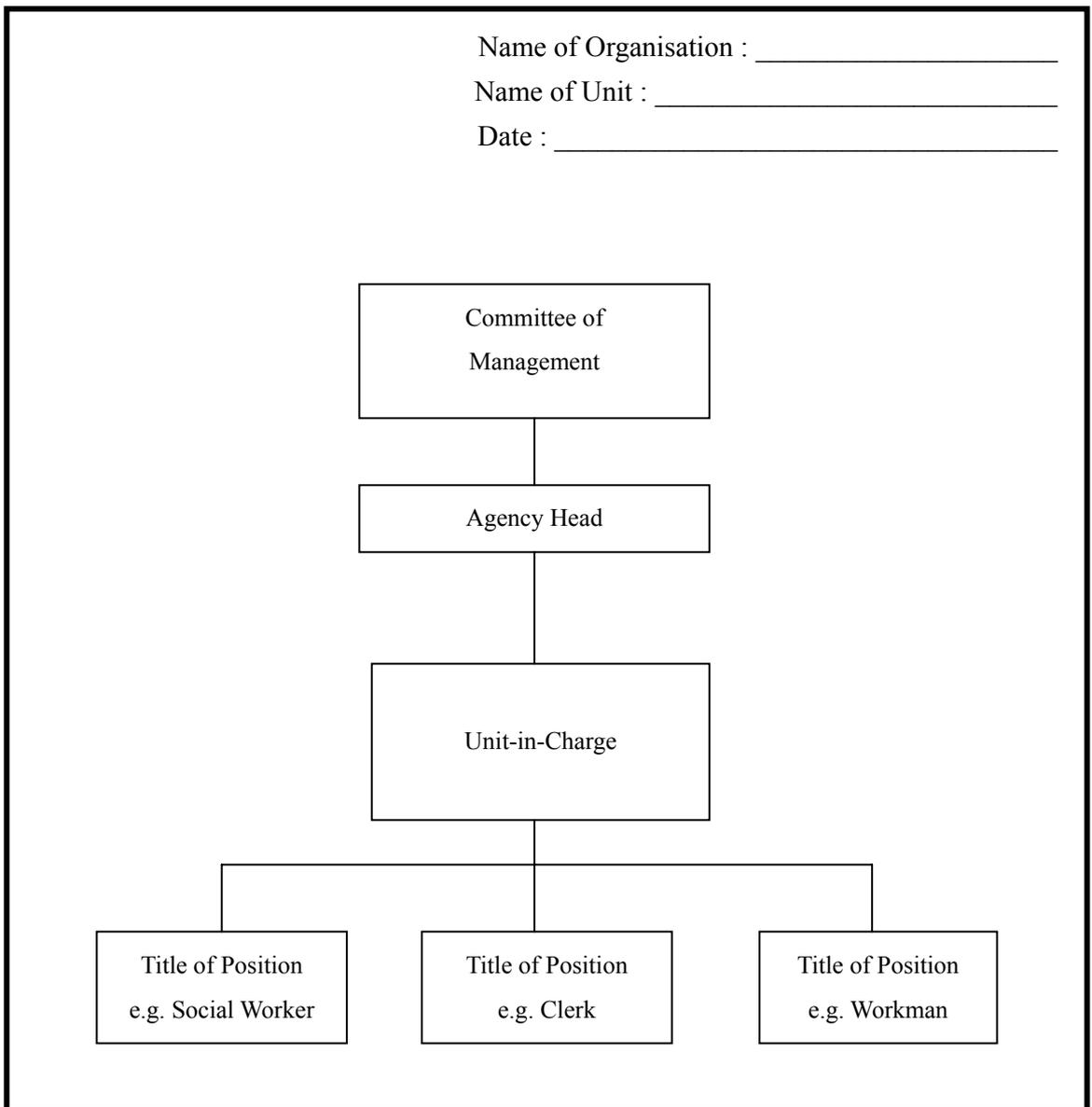
3. Sample Charts

The first example attached illustrates a unit of a large organisation. The second example illustrates a unit of a small organisation.

Sample 1 - Unit of a large, complex organisation



Sample 2 - Unit of a small organisation



- End -