



## Manager

**Job Sites:** Crescent House, Hirst House, Safe Harbour House, Sophia House

**Effective:** December 9, 2008

**Revised:** March 9, 2012

**Reports to:** ICCS Executives

**Classification:** Contract

**Salary:** \$37,000.00 to \$44,000.00 commensurate to experience, length of service, and qualifications

**Benefits:** This position qualifies for the standard ICCS Benefits Package which is available to employees not already covered under a spousal plan. Benefits are paid by ICCS and are in addition to salary

### Function

- As a “working manager” fulfills the duties of a frontline worker when required
- Facilitates a welcoming, safe, calm, and orderly environment for clients
- Creates and maintains a healthy work culture for employees according to the society’s management philosophy<sup>i</sup>
- Performs all program personnel duties including, hiring, training, evaluations, coaching, and discipline.
- Is the main liaison with VIHA case managers and creates a personal plan for each client that compliments his or her case or recovery plans, as required.
- Works one on one with clients to offer empathy, care, and to assess and monitor their general wellbeing and needs
- Oversees the general operation of the program in accordance with the program contract, the program budget, the “house rules,” the ICCS policy manual, the manager’s guidebook, and the document “Managing Employee Performance”

### Qualifications

#### **Education:**

1. Foodsafe
2. First aid level 1
3. A diploma in the social sciences (i.e. Social Work, Social Services, Human Services, Criminology, or a related field such as Nursing or Medicine) OR A combination of extensive experience in managing teams or in the social services field
4. An undergraduate degree in the social sciences an asset
5. At least one course in mental health (i.e. SSER 270 or the ACE program “Foundations in Mental Health”) is required
6. At least one course in substance use or addiction (i.e. HSD 369), and/or psychosocial rehabilitation or bio-psychosocio-spiritual rehabilitation is required
7. Courses in conflict resolution, leadership and supervision, business and management, psychopathology, neuropharmacology, human development, personality and behavior, are highly desirable



8. Courses in communication (i.e. CYC 252 ), psychopathology, neuropharmacology, human development, personality and behaviour, behaviour change (PSYC 326), conflict resolution, leadership, supervision, business, and management a significant asset
9. Managing Hostile Interactions, Motivational Interviewing, and Non-violent Communication training a significant asset
10. Non-violent Crisis Intervention training an asset
11. Applied Suicide Prevention and Intervention training an asset
12. Motivational Interviewing and/or NVC training an asset
13. Additional training as required by funding contracts

**Skills and Knowledge:**

1. Has a natural ability to create rapport with, coach, and lead a wide variety of employees
2. Leads with integrity
3. Understands team dynamics and fosters cooperation
4. Practices effective Interpersonal conflict resolution and de-escalation techniques
5. Practices Active Listening, Motivational Interviewing, NVC, or other empathy-based communication techniques
6. Maintains and models strong and healthy boundaries
7. Communicates well verbally and in writing
8. Proficient at time management and organization including the ability to prioritize and multitask
9. Knowledge of street culture and the methods and strategies used by street entrenched individuals to obtain services
10. Works as a member of a team
11. Understands and practices self-care
12. Demonstrates professionalism, including the understanding and practice of professional ethics.
13. Respects and is able to assist individuals with concurrent disorders, non-emergency medical conditions, and multiple barriers to housing including anti-social and disruptive behaviour.
14. Possesses knowledge of theories, principles, and practices in the field of mental health and addiction services
15. Knowledge of community resources
16. Ability to maintain a calm demeanour when faced with challenging behaviours

**Requirements**

1. The position has a frontline and “in program” designation. The majority of hours must be spent working in the program providing essential services to clients and supporting and directing program staff to do the same. Time away from the program is allowed for shopping, conducting interviews, and attending Team Management Meeting
2. Required to present and follow the philosophy and values of the organization



3. Required to work with a moderate degree of physical activity throughout the day
4. Required to have dependable transportation and a valid driver's license
5. Required to maintain confidentiality and insure security systems and privacy
6. Must pass a criminal records check, take the New Media Learning On-Line Training courses entitled Preventing Sexual Harassment and Preventing Employment Discrimination, and sign and comply with the following:
  - a. ICCS confidentiality pledge
  - b. ICCS professional conduct agreement
  - c. ICCS acknowledgement of policies
7. Must Schedule and attend monthly staff meetings and participate in program reviews
8. Membership in BCGEU (union) is **not** mandatory for this **non-union** position but also does not disqualify a person from applying for this position.

## Duties

1. Operations
  - a. Monitors and supervises on-site activities and services
  - b. Is familiar with and supports the programs budgetary goals through the judicious and careful expenditure of funds
2. Human Resource Duties
  - a. Participates in the hiring of Support Workers to maintain an adequate casual and relief pool. All interviews are done in a collaborative format with one other manager and at least one executive on an on-going basis
  - b. Monitors the on call list to ensures that sufficient employees are on call to cover all sick and vacation times with minimal overtime
  - c. Trains, evaluates, and disciplines Support Workers according to ICCS guidelines and policies and with strict adherence to the collective agreement
  - d. Uses all the required functions of the payroll software program (ADP) including approving vacation leaves, processing schedule exceptions, and regular monitoring and maintenance of entries
  - e. Schedules Support Workers to insure uninterrupted operation of the program
  - f. Supervises daily workload of all staff and assigns additional or different duties where required
  - g. Evaluates employees
  - h. Conducts annual employee evaluations using society guidelines
    - i. Provides regular feedback to employees on their compliance with client's personal plans
    - ii. Provides regular feedback to employees on behaviour which falls outside of expectations
    - iii. Develops short and long term goals for employees; these goals can include training, levels of client care, skill development, policy compliance, health and safety improvements, morale improvement, client decompensation



prevention strategies, philosophy adherence, team building, relationship strengthening, etc.

- i. Maintains effective communication with staff through regular staff meetings and personal contact
  - j. Listens to employee questions and reviews reports related to program operations and provides answers or amendments to systems and protocols if appropriate
  - k. Cooperates with the Volunteer Coordinator to insure volunteer activities compliment care plans without conflicting with collective agreement stipulations or contract restrictions
3. General Client Services
- a. Identifies client needs, patterns, and challenges through observation and through interviews with support workers
  - b. Ensures intake sheets, and all relevant client paper work and data entry is completed correctly, confidentially, and daily, including incident reports
  - c. Communicates and cooperates with each client's case manager and/or team so that her plan is complimented by program services
  - d. Models empathetic communication techniques with clients and trains and encourages support workers to use similar methods for interacting with clients
  - e. Teaches and enforces (and supports workers to teach and enforce) program rules and consequences for breaches of rules
4. Meetings
- a. Maintains effective communication with volunteers, and the Executive team through periodic meetings and personal contact
  - b. Attends weekly team manager meetings to report on issues of concern, to network with colleagues, and to discuss issues of concern with the management team (4 to 5 hours per week).
  - c. Attends weekly triage meetings with partner agencies and society executives to report on client progress, and discuss care plans and other client related issues. (1 hours per week)
  - d. Liaisons with BC Housing Portfolio Manager, City By law Enforcement, Health Care and Social Service Agencies (VIHA, MSD, Etc.), RCMP, and other agencies and community groups who may request access to the building, meetings with clients, and meetings to discussion matters of relevance to the program
5. Office Records, Documentation, and Reporting
- a. Maintains the office records and logbooks
  - b. Reads log book, initials previous communications, and ensures that all employees comply with standard log protocol
  - c. Ensures accuracy of "in house" personal plans, records and files
  - d. Ensures statistical reports are submitted monthly and yearly to ICCS administration
  - e. Fills out incident reports as necessary
  - f. Ensures that incident reports filled out by other employees are filled out correctly and filed in client case files



- g. Includes significant incidents in monthly reports
  - h. Submits staff schedules to Executive Director monthly
  - i. Ensures that necessary documentation is submitted to ICCS administration in a timely fashion
  - j. Alert executives if problems or issues arise that cannot be easily resolved with existing policies or guidelines
  - k. Identifies and reports systemic and employee related impediments to client care
  - l. Provides feedback on employee morale to the Executive Director, indicating suggested corrective action to resolve any problem areas
  - m. Reports new and emerging needs, patterns, and challenges at Triage meetings or management team meetings, and makes recommendations for program amendments to meet identified gaps in service
- 6. Ensures maintenance of residence and grounds and ensures general cleanliness
  - 7. Shops if and when necessary with compensation for use of a personal vehicle via the society's kilometrage form
  - 8. Other related duties as assigned by the Executive Director



## i ICCS Management Philosophy

The Three components of the ICCS Management philosophy are Values, Collaboration, and Trust. Managers who foster a work culture based on these foundations will develop a cohesive team with high morale. This culture pulls people up rather than putting them down.

- **Start with Values** - Convey, promote, and realize the organization's core values. These values are symbolized as a house with an overarching heart, as our logo illustrates. The House represents the structure and order that every program must maintain to insure safety and predictability; and the heart represents an attitude of empathy and compassion which orients and motivates authentic care. Managers create a safe and predictable environment with order, clear rules, consistent boundaries, cleanliness, fairness, and professional standards. Managers create a warm and caring atmosphere with professional kindness, hospitality, acceptance, respect, courtesy, and flexibility.
- **Collaborate** – Collaborate and cooperate with employees to increase their job satisfaction and constantly improve the delivery of service to clients. The manager's priority is the team, the teams priority is client care. Provide authority and leadership but avoid coercive or manipulative techniques for achieving employee compliance. Instead discover the needs of employees and use the resources of the team, organization, and partners to meet those needs (common needs include safety, autonomy, clarity, and fairness). Encourage personal development, responsibility, autonomy, and communication. Discipline and dismissal have their place but generally should be last options. If an employee is unable to tolerate the process of collaboration towards solutions, that employee may not be suited to the culture of the society. Even very "action oriented" people can be included in collaboration if their need for action is taken into account.
- **Achieve Trust** – Trust develops with integrity, honesty, ability and results. Integrity exists when your actions line up with your values. When you combine integrity with honest communication and skillful management you produce clear results and trust is usually achieved. Skillful Managers focus on straight talk, respect, transparency, loyalty, listening, clarity, accountability, consistency, and action on items that need to change, be reiterated, or strengthened. When your team trusts you, they relax



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and focus less on guarding their interests, and more on the job before them. To maintain trust continue to understand each employee, hear their concerns, and act in their best interest to solve problems and issues. Failing to secure trust from an employee or an employer destabilizes the team and can result in suspicion, control seeking, and division.