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## POSITION DESCRIPTION: Assistant Secretary

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<b>Position:</b>	<b>Assistant Secretary</b>
<b>Position status:</b>	Permanent full-time, with location to be determined
<b>Reporting to:</b>	National Secretaries
<b>Staff reports management:</b>	<b>Organisers, NSLs</b>
<b>Cost code sign-off:</b>	Sector and Education Cost Centres
<b>Date:</b>	<b>October 2020</b>

### Purpose of this position

The primary role of the Assistant Secretary is to provide high level leadership and oversight for sectors and the PSA's strategic goals, and to build and support the PSA's internal capability in order to achieve its objectives.

### Working relationships

Internal	Internal democratic structure	External
NSL team AS team National Secretaries Interaction with all staff Working parties/project groups He Tangata He Ahurea	Delegates Sector Committees, Networks, other committees as relevant	Members Sector/stakeholder and allied groups, leaders and peak bodies, Politicians, Employers, employers' representatives and agencies Other unions

Key Accountabilities	Activities
<p><b>Giving effect to the strategic goals of the PSA</b></p>	<ul style="list-style-type: none"> <li>• Bring a strategic and big picture perspective to the NSLs</li> <li>• Guide and support NSLs to give effect to the strategic goals</li> <li>• Participate in the setting of PSA’s strategic goals and the interim indicators (deliverables) for those goals</li> <li>• Advocate for the strategic goals within a sector</li> <li>• Take leadership on ensuring that a strategic goal is being integrated and implemented through each of the sectors of PSA and within PSA’s advocacy and bargaining work</li> <li>• Is accountable for reporting to the National Secretaries on the progress of that strategic goal</li> <li>• Notifies and escalates when necessary, any issues relating to the advancement of PSA’s goals</li> <li>• Communicates effectively with the National Secretaries</li> </ul>
<p><b>Management and leadership of NSLs</b></p>	<ul style="list-style-type: none"> <li>▪ Motivate and inspire NSLs to undertake their roles effectively</li> <li>▪ Be highly visible throughout the country, within a sectors, and on a strategic goal</li> <li>▪ Make the PSA strategy and goals relevant to NSLs by articulating a clear direction and deliverables</li> <li>▪ Create an environment of open communication</li> <li>▪ Act as a role model and lead by example</li> <li>▪ Assist with fair and efficient allocation of workload for NSLs, together with AS team</li> <li>▪ Identify potential risk factors for disharmony and manage appropriately</li> <li>▪ Deal with issues in a timely and effective manner when escalated from NSLs</li> <li>▪ Ensure NSLs are meeting regularly, are functioning and working towards identified outcomes</li> <li>▪ Support NSLs in thinking and planning strategically for their sector, and in alignment with PSA’s strategy</li> <li>▪ Encourage NSLs to share information, ideas and experience</li> <li>▪ Identify and constructively resolve conflict</li> <li>▪ Listen to concerns that are escalated NSLs or LOs</li> <li>▪ Mentor, train and support NSLs in their work</li> <li>▪ Sensitively manage through change by using strategies and processes to minimise resistance or negative impact</li> <li>▪ Work with NSLs to Manage vacancies and backfilling</li> <li>▪ Participate in appointment processes, upholding the policies of PSA</li> <li>▪ Consultation with NSLs/ teams in workload allocation decisions taking into account the wider union’s needs</li> <li>▪ Responsible for final allocation decisions.</li> <li>▪ Ensuring decisions made about workload allocation are communicated and implemented</li> </ul>

Key Accountabilities	Activities
	<ul style="list-style-type: none"> <li>▪ Attend scheduled AS and NSL meetings, and sector strategy meetings</li> <li>▪ Operate with transparency and use a consistent and fair approach</li> <li>▪ Maintain confidentiality when required</li> </ul>
<p><b>Ensure the alignment and integration of all PSA strategies and functions</b></p>	<ul style="list-style-type: none"> <li>▪ Contribute to and maintain an overview of planning and strategies for the sector</li> <li>▪ Contribute to and maintain an overview of implementation for a key strategic area</li> <li>▪ Maintain an overview of industrial work in sectors in a sector.</li> <li>▪ Providing advice and support to NSLs in a timely manner.</li> <li>▪ Participate in the appointment of NSL roles and the performance management of those roles</li> <li>▪ When advised by a NSL of any significant bottlenecks, disagreements/failures in teams functioning, assistant secretaries have a responsibility to make early decisions to resolve any difficulties or breakdowns that occur</li> <li>▪ Maintain an overview of planning and strategies in place for the sector and for the strategic goal for which they are responsible and ensure that, via the NSL, NOG members are clear about their individual and collective responsibilities to implement these</li> <li>▪ Communicate and work with the rest of the AS team on the strategic goal for which they are responsible and ensure all sectors have planning and strategies in place to implement these</li> <li>▪ Assisting the NSL to resolve difficult or potentially difficult issues</li> <li>▪ Maintain oversight of NOGs, along with the NSL, especially regarding the alignment of the strategic agenda</li> </ul>

Key Accountabilities	Activities
<p><b>Driving the culture and capability required to deliver the PSA strategy</b></p>	<ul style="list-style-type: none"> <li>▪ Identify strategies and actions that support the achievement of the PSA goals</li> <li>▪ To see the big picture and demonstrate an awareness of the full organising impact and implications of decisions</li> <li>▪ To advise national secretaries on remedial action when necessary</li> <li>▪ Support NSLs by addressing issues that are escalated in an efficient and effective manner</li> <li>▪ Establish and lead a continuous improvement culture</li> <li>▪ Set and clearly communicate goals</li> <li>▪ Enable staff to deliver on PSA’s strategic goals</li> <li>▪ Assisting the NSL to resolve difficult or potentially difficult staff issues.</li> <li>▪ Work with He Tangata He Ahurea and NSLs to support ongoing development and training across the union for staff</li> <li>▪ Support NSLs to enact PSA organising approach which build on union organisation</li> <li>▪ Ensure PSA processes and systems are being used within the sector</li> <li>▪ Ensure staff compliance with PSA tools and policies</li> <li>▪ Support NSLs to ensure that they have bargaining strategies for all enterprises in place</li> <li>▪ Are settling Collective agreements in line with bargaining objectives.</li> <li>▪ Are leading their teams to implement key elements of organising practice and are facilitating training and development where needed</li> <li>▪ strategies and systems in place to build union organisation</li> <li>▪ recruitment strategies and systems are in place regarding building membership density</li> <li>▪ systems are in place to monitor progress regarding operational goals</li> <li>▪ information systems up to date and accurate work with NSLs to provide industrial reports as required</li> </ul>
<p><b>Support for the leadership and coordination of sector and enterprise planning</b></p>	<ul style="list-style-type: none"> <li>▪ Work with NSL to plan and initiate strategies to advance specific sector and enterprise goals</li> <li>▪ Ensure that NSL has enterprise and/sector plans in place to support the PSA’s bargaining and industrial strategies, build union organisation and align with PSA’s overarching goals</li> <li>▪ Assign project organisers when required</li> <li>▪ Ensure that Project milestones have been measured and met</li> <li>▪ Ensure sector strategies are met and reported on</li> <li>▪ Hold overall responsibility for the sector committee including supporting the sector committee organiser to ensure there is alignment of the governance and operational direction of the union and provide hands on assistance when required</li> </ul>

Key Accountabilities	Activities
<b>Management of key external relationships</b>	<ul style="list-style-type: none"> <li>▪ Identify barriers and opportunities to enhance the PSA's influence</li> <li>▪ With NSLs, assist PSA staff to recognise organising opportunities and develop strategies to build union membership</li> <li>▪ Work constructively with employers and external relevant groups where required</li> <li>▪ Identify and attend sector forums, stakeholder meetings, or lobbying opportunities as appropriate</li> <li>▪ Role model PSA's approach in external meetings</li> <li>▪ Communicate with the leadership team about the opportunities to advance the PSA strategies</li> </ul>
<b>Management of staff</b>	<ul style="list-style-type: none"> <li>▪ Encourage and provide opportunities for NSL to professionally develop</li> <li>▪ Put time into coaching and mentoring NSL</li> <li>▪ Encourage NSL to take personal responsibility for their workload and make their own decisions</li> <li>▪ Assist staff to identify work related goals</li> <li>▪ Address and identify NSL training and development needs</li> <li>▪ Set expectations</li> <li>▪ Confront poor performance and affirm good performance</li> <li>▪ Take appropriate action to resolve poor performance including developing remedial strategies</li> <li>▪ Work with NSL and He Tangata He Ahurea roles to ensure that all new staff have appropriate buddying and mentoring and that training needs are being attended to</li> <li>▪ Ensure all staff understand their accountabilities to members and the union as their employer. Ensure staff are aware of the expectations provided by the leadership team</li> </ul>
<b>Financial management</b>	<ul style="list-style-type: none"> <li>▪ Ensure staff are aware of budget and resource issues</li> <li>▪ Set and monitor sector budgets and any 'project' budget relating to the strategic goal area for which they have oversight</li> <li>▪ Provide all required financial information on time</li> <li>▪ Make financial decisions with whole of PSA in mind and with cognisance as to the impact of that decision</li> <li>▪ Analyse and monitor financial information</li> <li>▪ Work with and NSL in staying within sector budget and engage them in the setting of the annual budget for which overall responsibility sits with Assistant secretaries</li> </ul>
<b>Participate constructively in their team</b>	<ul style="list-style-type: none"> <li>▪ Work collegially and co-operatively within the wider PSA</li> <li>▪ Provide support for the other members of the AS team</li> <li>▪ Comply with PSA policies and strategies</li> <li>▪ Attend team meetings</li> <li>▪ Actively participate in all team activities</li> <li>▪ Respect each other's view on matters</li> </ul>

<b>Key Accountabilities</b>	<b>Activities</b>
	<ul style="list-style-type: none"><li>▪ Keep team members informed</li><li>▪ Decision making by consensus</li><li>▪ Joint problem solving</li><li>▪ Ensure effective and timely handover</li><li>▪ Work with National Secretaries as part of senior leadership team</li><li>▪ Maintain a balance between the autonomy of individual responsibility and team responsibility</li><li>▪ Contribute to the mentoring/buddying of less-experienced assistant secretary or NSL</li></ul>

## **Person Specification**

### **Skills/Attributes**

- Participate in strategic planning and help others to take a strategic approach
- Assist NSLs to translate the PSA's plans, goals and objectives in operational work plans
- Think strategically and make decisions in line with current and future, local and national, PSA goals and priorities.
- See the big picture rather than getting bogged down in detail or losing track of priorities
- Motivate and lead others
- Coach NSLs and enable them to lead
- Create a supportive environment that encourages others to reach their potential
- Manage conflicts
- Recognise when conflict requires escalation
- Recognise critical events and addressing them
- Work in a high public role
- Delegate
- Prioritise
- Set clear strategies for short term urgent issues rather than reacting to tension as they arise
- Balance time to do organisational development as well as business as usual activities
- Accept constructive criticism without becoming defensive
- Make appropriate use of the specialist staff
- Communicate effectively both orally and in writing
- Identify potential Organising opportunities
- Collect and process management information
- Communication and interpersonal skills

### **Knowledge**

- Qualifications or equivalent proven experience in a relevant discipline such as management/law, political science, industrial relations, would be desirable.
- In-depth industrial knowledge
- In depth knowledge of and experience with Union organising and National organising
- In-depth knowledge of Industrial relations legislation

## **PSA Employment Principles**

The management of the PSA He Pukenga Here Tikanga Mahi is committed to being a good employer and providing a quality working environment; a process of constructive engagement with staff through their unions; and operating fair, transparent and consistent best practice employment processes and good faith principles.

## **Our organisational values**

The PSA takes a strategic approach to unionism and our organisation values are:

- Solidarity - Kotahitanga
- Social Justice - Pāpori Ture Tika
- Integrity and Respect - Te Pono me te Whakaute
- Solution focussed - Otinga Arotahi
- Democratic - Tā te Nuinga e Whakatau ai

## **Leadership and Management style in the PSA**

The PSA aims to achieve an optimal balance between an empowering leadership style and ensuring sufficient accountability for achieving the strategic outcomes of the union. To this end we support self-managing teams and strive for consensus where possible. National Sector Leader/Support Leader and Strategy Leader roles will be expected to support democratic team processes and provide the skills and support teams need in order to effectively self-manage.

## **Treaty of Waitangi**

The PSA affirms te Tiriti o Waitangi/the Treaty of Waitangi as the founding document of Aotearoa, New Zealand and is committed to the Treaty principles of partnership, protection and participation in activities pursuant to the purpose and objects of the union as they relate to the working lives of members.

PSA gives the principles of Te Ao Maori practical application through our policies and strategies in order to make a positive difference across PSA and our membership.

## **Health and safety**

Every staff member shall take all practicable steps to ensure their safety and the safety of others at work and that no action or inaction of the staff member causes harm to any other person.

## **Professional Development**

PSA staff members will attend to their own personal and professional development; provide collegial support to co-workers and contribute to the mentoring of less experienced staff. Staff will also participate in individual and collective professional development.