



Te Ope Whakaora

Te Ope Whakaora (The Army that brings life)

THE SALVATION ARMY

POSITION DESCRIPTION

Position: Area Family Store Manager

Report to: Regional Family Store Manager

Date/Version: September 2021

WHO WE ARE:

The Salvation Army has been transforming lives since 1865. We work in over 130 countries, coordinated by our International Headquarters in London and we are a registered charity under the Charities Act 2005. The Army has over 3,000 officers and employees in New Zealand, Fiji, Tonga and Samoa and is recognised as a high value employer.

OUR MISSION STATEMENT

The Salvation Army is a worldwide evangelical Christian Church and human service provider. Our message is based on the Bible. Our ministry is motivated by love for God. Our mission is to preach the Gospel of Jesus Christ and meet human need in His name without discrimination. We aim to care for people and transform lives through God in Christ by the Holy Spirit's power. We work for the reform of society by alleviating poverty, deprivation, and disadvantage, and by challenging evil, injustice and oppression, in the name of Jesus.

OUR VALUES

We embrace our values of Care for others; Put Jesus first; Walk the talk; Offer a place to belong; Support the army; Do the right things; Think holistically,



Each Family Store exists to-

Through the provision of meaningful employment and volunteer opportunities, have a workforce committed in:

- Raising funds to assist in achieving the mission of The Salvation Army (TSA) at local and regional level.
- Together as an integral part of the local expression of TSA facilitate meaningful engagement with our faith-based communities and support programmes.

PURPOSE OF THE POSITION

The Area Family Store Manager (AFSM) is accountable to the Area Family Store Leadership Team (AFSLT) for the assurance of the area wide staffing culture, Family Store business model, processing system, national strategic plan and other national initiatives to be fully implemented, monitored and maintained.

KEY OUTCOMES

Key Outcomes	Reviewed Actions
To ensure all Family Stores provide a safe environment for all customers, donors and workers reflecting the The Salvation Army’s values.	
To ensure and monitor that all Family Stores have the necessary leadership support to meet, and are achieving budget expectations and revenue growth plans.	
To ensure that National Family Store operational procedures and requirements are understood and adhered to by all workers, or implementation plan in place.	
To work collaboratively as part of the regional operational senior team for the greater good of the Family Store network.	

KEY COMPETENCIES

Developing Staff/Whakawhanake	<ul style="list-style-type: none">• Communicates and applies active listening skills effectively to enhance mana• Applies the process and procedures associated with Māhuri Tōtara to have a development conversation and agree on a development plan with a staff member.• Understands and applies the 5 elements of Emotional Intelligence in the Capability Framework• Meets regularly with direct reports to learn their interest and motivations and develop authentic mana enhancing relationships. Coaches and supports them to identify barriers, strengths, and ways to develop and improve performance.• Uses coaching techniques: Listens and provides feedback that celebrates success, encourages self-reflection, encourages staff to identify and solve problems, empowers and supports staff to find solutions and attempt new challenges, focuses on behaviours and strengths, addresses concerns, and establishes agreed goals.• Builds a culture of wellness and creates resilience. Supports staff with emotional concerns or mental health concerns
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Leading a Team/Rangatiratanga

- Engages with team members to set appropriate tasks/objectives and empowers, develops and delegates based on people's strengths and development/career objectives.
- Runs effective individual and staff meetings as required. Agrees expectations with staff and reviews these appropriately to ensure a balanced workload and fairly distributed work. Has respectful and honest conversations about concerns.
- Follows organisational standards and processes for managing people. Uses processes that are appropriate to the level of management (eg record keeping, privacy, complaints, recruitment, onboarding, induction, learning and development, medical incapacity, misconduct, investigations).
- Demonstrates professional, ethical team leadership which adapts to different environments, and is appropriate to team, social and cultural differences and dynamics.
- Creates a respectful workplace. Actively deescalates and manages conflict within the team, holds courageous conversations/kōrero and provides resources to help individuals find common ground and identify steps to resolve conflicts.
- Promotes Te Tiriti relationships and an inclusive non-discriminatory environment. Manages people of all cultures and classes equitably; deals effectively with all ethnic groups, cultures, abilities, ages, genders and minority groups; hires a diverse range of staff; support fair and equitable treatment and opportunity for all staff.

Centre/Programme Management

- Demonstrates ability to plan a project/activity including research, trends, objectives, scope, deliverables, budget, resourcing and timeframe. Executes a plan to ensure activity is resourced, scheduled and managed to achieve deliverables to a high standard.
- Identifies and manages the resources associated with tasks. Complies with all legal requirements and TSA minutes (eg expenditure, finance, tax, property, personnel, IT, communication) and processes (eg approvals, H&S and BWOF). Monitors monthly financial performance and takes corrective action as required to ensure centre/corps operates within agreed budget and expenditure limits.
- Reviews local systems and procedures to ensure these align with TSA policies and procedures, and suggests/makes changes to better fulfil the mission of The Salvation Army.
- Prioritises tasks and objectives that contribute to centre and TSA strategy and continuous improvement.
- Assesses the skills and knowledge of each team member/stakeholders against those required to complete each task/project.
- Manages requirements around contracts
- Identifies, assesses and manages risk and works with senior and centre/corps leadership to facilitate strategic plans for centre growth and sustainability.

<p>Motivation - Inspiring</p> <p>The ability to encourage or persuade others (to accomplish tasks) or influence others through passion and enthusiasm</p>	<ul style="list-style-type: none"> • Inspires people to create or engage with innovative ideas, solutions and practices. • Motivates and encourages others to achieve their goals and enjoy their work/mahi. • Pursues and develops new or exciting work-related opportunities. • Displays enthusiasm to achieve excellence. • Speaks enthusiastically about role, responsibilities and tasks.
<p>Self Regulation - Situational Awareness</p> <p>Scans and captures the environment and forms an appropriate plan</p>	<ul style="list-style-type: none"> • Nurtures an environment where staff are encouraged to be alert to situations where emotions may escalate. • Provides opportunities for staff to learn how to read behaviour and deescalate. • Fosters an environment where staff support and assist each other in managing difficult situations. • Works with people to help them understand and act in a way that is appropriate to our culture and tikanga.

<p>Self-Awareness - Knowing yourself</p> <p>Definition: Having knowledge or awareness of who you are</p>	<ul style="list-style-type: none"> • Provides opportunities for workers to develop self-awareness. • Fosters an environment where workers are encouraged to contribute and work to their strengths. • Develops teams that welcome diverse opinions and value each other's strengths. • Creates an environment where workers understand their personal narrative and purpose and how this aligns with TSA's mahi/work. • Provides opportunities for workers to understand and develop ways to manage triggers and boundaries.
<p>Social - Cooperative / Noho tahi</p> <p>Working or acting together willingly for a common purpose or benefit.</p>	<ul style="list-style-type: none"> • Creates an environment where people are encouraged to recognise their core beliefs and values and how these influence behaviour. • Creates opportunities for others to use culturally appropriate greetings and language. • Creates opportunities for staff to learn cross cultural cooperation (noho tahi) and collaboration and achieve mutually beneficial outcomes. • Understands personal limitations, strengths, and weaknesses and takes up opportunities for improvements. • Encourages constructive feedback to inform own practice. • Resolves conflict and assists team members with resolving conflict through finding common ground, negotiation and persuasion.
<p>Other Duties are Assigned</p>	<p>From time to time other duties in line with the position/role outcomes may be required.</p>

<p>Mission support</p> <ul style="list-style-type: none"> • Assist in other operational areas and perform other duties as directed • Actively maintain positive communication and effective working relationships with other team members • Support and assist other members of the team in achieving their goals. • Attend planning days, staff meetings, and training as required • Communicate process improvements to the manager • Provide training to others as required • Understand and follow applicable Operational Policy 	<ul style="list-style-type: none"> • Attends team meetings and training • Feels part of the team • Positive attitude toward the mission of the Salvation Army • Relationships with other team members are positive and focussed on delivering service • Differences are resolved quickly
<p>Compliance</p> <ul style="list-style-type: none"> • Ensure family stores are compliant with all legislative obligations and follows policies and procedures set out in HR, Health and Safety (H&S) and Family Store Manuals • Ensure that all audit requirements are complied with. 	<ul style="list-style-type: none"> • The Family Store Manual is available for all staff and that it is a regular feature in all monthly staff meetings. • Staff are aware of H&S requirements and obligations and have access to forms. • All family stores have safe working conditions and fit for purpose tools for the task to be performed. • internal audits will reflect adherence to policies and audit requirements. •

SUMMARY OF REQUIRED FUNCTIONS

- The Counter function is a key link within a Family Store, which is both customer facing and a key aid to enable efficient service to customers and encourage repeat business. Responsible to and working closely with the Team Leader.

- The Merchandising function is a key link within a Family Store, and a key aid to enable efficient service to customers and encourage repeat business. Responsible to and working closely with the Team Leader, the Processing Team and the Front of House Team.
- The processing function is focused on the selection of saleable items from the raw donations and choosing the right price that reflects the value and business model.
- The Meet & Greet function is a key link within a Family Store, which is both donor facing and a key aid to enable efficient processing of donated stock. Responsible to the Team Leader (Processing) and working closely with the Logistics Co-ordinator.

DELEGATIONS

Financial	Yes - Overseas a combined budget of between \$3million and \$5million
Personnel	5-8 Direct line reports with responsibility for 25+ staff and a number of volunteers

WORKING RELATIONSHIPS

Relationship	Function & Responsibilities
National Family Store Manager	<ul style="list-style-type: none"> • Working via the Regional Manager. • Pathway to provide feedback through regular national and regional forums and visits.
Regional Family Store Manager	<ul style="list-style-type: none"> • Line manager and operational consistency accountability. • Part of the Regional Managers regional operations senior team. Working collaboratively as a group sharing the lessons and feeding back into the operational recommendations.
Divisional Leaders (DL) or equivalent	N/A
Divisional Business Administrators or equivalent (DBA)	<ul style="list-style-type: none"> • Connection of business administration processes that require DMB approval and checking what is required and how.
Divisional / Regional Support Staff	<ul style="list-style-type: none"> • Seek specialist advice to assist in the preparation of reports and proposals.
Corps Officers (CO)	<ul style="list-style-type: none"> • CO is a member of the AFSLT. • CO is a key stakeholder and store performance has a direct impact on their key outcomes. • To maintain a good relationship, introducing new workers, facilitating an environment that fosters the ability for the CO to feel welcome with easy access to all workers to provide pastoral

	care and discipleship.
Area Family Store Leadership Teams (AFSLT)	<ul style="list-style-type: none"> • Directly accountable to. • Day-to-day responsibility for the management of the operational requirements as per the national operational requirements and priorities set by the AFSLT. • Monthly written report and presentation to the AFSLT.
Divisional Management Board (DMB)	<ul style="list-style-type: none"> • On request may be required to speak to proposals. • On request may be required to provide updates on progress against identified risks of divisional concern of individual stores in their area.
Family Store Quality Improvement Working Party (FS QIWP)	N/A
Human Resource Team	<ul style="list-style-type: none"> • Contact and following any advice if directed by the Regional Manager or divisional support staff.
Territorial Support Staff	N/A

PERSONAL ATTRIBUTES

- Committed to working alongside others to contribute to the mission of The Salvation Army
- Team focused with the ability to work in a collaborative environment working towards shared targets and outcomes
- Have empathy for serving people from a diverse range of backgrounds, both culturally and socially with the ability to enhance their mana
- Developed relational leadership style with proven people and HR management skills to lead and motivate a team to achieve agreed outcomes
- Service & solutions focused. Active listener and understand that all stakeholders are customers
- An ethical approach to working in a respectful, honest and transparent way that enhances trust with all stakeholders, upholding the values of The Salvation Army
- Ability to be flexible and remain calm and objective under pressure and able to prioritise multiple tasks and especially those that will create maximum financial return
- Goal and target focused and able to evaluate and analyse numerical data to inform decisions. High-level problem-solving ability working with others and using the information available to identify and select the best option
- Effective communication skills both written and verbal understanding. High level of literacy, numeracy and analytical to provide accurate stakeholder information, advice and guidance in a timely manner
- Confident using emerging technology including online Microsoft 365 collaboration apps
- A clean full current drivers licence

Poipoiā te kākano kia Māhuri Tōtara ai – Nurture the seed, raise the Rangatira