



Final draft 3 March 2009

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| Position: | Organiser |
| Position status and location: | This is a permanent position based in one of the PSA's regions |
| Reporting to: | Assistant Secretary |
| Staff reports: | none |
| Cost Code sign-off: | none |
| Date: | March 2009 |

Purpose of this position

To undertake organising and advocacy functions on behalf of members and delegates within a designated enterprise, sector, and across the union.

PSA Employment Principles

The management of the PSA 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 employment processes and good faith principles.

Our organisational values

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

- Collectivity and solidarity
- Trust and integrity
- Accountability

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.

By empowering leadership style we mean encouraging people and teams to take individual and collective responsibility for making appropriate decisions within their sphere of influence and to manage their work effectively. The PSA has staff working in teams with a dual emphasis on self management and team work. Within the context of the PSA's team based approach to work, an empowering style means developing the ability of teams to co-ordinate and control their work and to work effectively with others to achieve the union's strategic goals. National and Assistant Secretaries hold management accountabilities which enable them to make appropriate decisions whilst being mindful of the PSA employment principles.

Treaty of Waitangi

The PSA affirms the 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.

Professional Development

PSA staff members will attend to their own personal and professional development and 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.

Health and safety

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

Working relationships

| Internal | Internal democratic structure | External |
|---|--|--|
| Assistant Secretaries Secretariat Communications Team Development Team Organising Administrators Legal Team Project groups Forums Policy team Communications team Organising Team/s Membership Team Organising Centre | PSA members and delegates Sector Committees | Delegates Members Employers and their representatives Representatives of other unions, CTU, community groups. External agencies, e.g. mediation services, ACC, OSH |

Key functions

| Key Accountabilities | Activities |
|---|--|
| Participate constructively in their teams | <ul style="list-style-type: none">• Work collegially and co-operatively within the wider PSA• Provide support for each other• Comply with PSA policies and strategies• Attend team meetings• Actively participate in all team activities• Respect each other's view on matters• Joint problem solving• Keep team members informed• Decision making by consensus• Ensure effective and timely handover• Maintain a balance between the autonomy of individual responsibility and team responsibility• Contribute to the mentoring/buddying of less-experienced staff |
| Participate in internal organisational development and work development projects | <ul style="list-style-type: none">• Contribute to project groups and in other forums for internal development of PSA• Understand change processes and their impact• Identify and access additional support/training to enable effective participation• Working to policies and strategies and participating in their development and review |

| Key Accountabilities | Activities |
|--|---|
| Recruit Members | <ul style="list-style-type: none"> • Set up agreements with employers that support new employee recruitment • Prepare recruitment strategies • Prepare and resource delegates to manage bulk of recruitment work • Target previously un-unionised employers and worksites and manage recruitment campaigns • Identify and capitalise on opportunities to grow the union |
| Recruit and Develop Delegates | <ul style="list-style-type: none"> • Identify and support the development of potential delegates as workplace leaders • Negotiate with employers for union time and facilities business time • Establish democratic delegate structures in the workplace • Encourage participation in delegate training • Have a working knowledge of PSA delegate development modules • Provide post training support in the workplace • Provide opportunities for delegates to grow their skills and knowledge in workplaces • Facilitate the delegate development programme and implement the tools and skills in workplaces • Transfer knowledge and responsibility to delegates over time to build their capability and confidence • On-going communication with and support of delegates and enterprise delegate structures • Develop appropriate resources for membership meetings • Ensure delegates are undertaking their union roles • Provide advice and support to members and delegates where required and assist in resolving site-based issues when required • Develop leaders within delegate groups • Ensure delegates are linked into structures at all levels from worksite through to sector |
| Regularly monitor and assess PSA's success in enterprises | <ul style="list-style-type: none"> • Regularly obtain information that reflects PSA membership growth, delegate numbers and density in workplaces • Monitor delegate structures and uptake of delegate opportunities • Regularly visit and/or communicate with worksites |
| Expand membership participation in the workplace | <ul style="list-style-type: none"> • Identify, analyse and use opportunities to involve members in relevant workplace activities e.g. reviews, working parties, work design, bargaining • Develop and integrate participative structures in the workplace • Seek and secure employer agreement on member participation • Maintain union profile through face to face and other forms of communication |

| Key Accountabilities | Activities |
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| Key Accountabilities | Activities |
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| Manage Collective Bargaining | <ul style="list-style-type: none"> • Adopt a strategic approach to bargaining that consults on and assesses opportunities to advance union influence organisation and delegate development • Develops and manages processes for agreeing on issues for bargaining, conducting bargaining, reporting back and ratification etc. • Fulfil the role of lead advocate at the bargaining table • Provides guidance and leadership to the negotiating team and members at critical stages of process • Reflect the relevant PSA bargaining strategy |
| Manage employment-relationship problems | <ul style="list-style-type: none"> • Develop and practice an efficient and professional approach to personal case management that minimises legal procedure and provides for delegate involvement and early and low-level problem solving • Identify and develop opportunities to expand union influence arising from personal cases • Differentiate organisational from legal issues • Participate/lead mediation on behalf of members (both individually and collectively) |
| Manage relationships with employers | <ul style="list-style-type: none"> • Develop and maintain good, relationships with key managers and management representatives including internal goal setting, having clear expectations and reviewing the state of the relationship • Being able to engage with an employer at an equivalent level with an understanding of their approach and strategies • Achieving outcomes on behalf of members while maintaining independence from the employer • Understanding the culture of the organisation and the values its managers and employees (members) hold • Ensure delegates are recognised as representatives of members |
| Maintain a strong knowledge of assigned enterprises | <ul style="list-style-type: none"> • Identify and participate in key change management initiatives • Develop knowledge of organisation undergoing change • Acquire a broad understanding of organisational change processes • Relationship management • Set goals and measures of progress |
| Promote union strategies | <ul style="list-style-type: none"> • Identify and take advantage of opportunities to advance union objectives in the workplace and with other unions • Promote unions social justice and workers rights generally • Promote health and safety and worker participation |
| Manage | <ul style="list-style-type: none"> • Provide strategic, tactical and morale-boosting leadership |

| Key Accountabilities | Activities |
|---|--|
| industrial action | <p>when industrial campaigning is being considered and undertaken</p> <ul style="list-style-type: none"> • Run and support communications campaign liaising with the Communications team to ensure sufficient resourcing • Coordinate the drafting and distribution of internal and external communication |
| Participate in external organisational development and work development projects | <ul style="list-style-type: none"> • Ensure that the delegate group is provided suitable training for specialist projects and that the opportunity for participation is shared across the delegate group • Identify and capitalise on opportunities to expand member/delegate involvement in selected change initiatives • Participate in strategic change management initiatives • Provide technical advice and support to delegates and members through the change management process • Support delegates working in teams through information resources and working with them to involve members at key times • Identify and access additional support/training to enable effective participation |
| Participate in PSA activities as an affiliate of the union movement | <ul style="list-style-type: none"> • Attend and participate in key CTU and union-related events where required as a representative of the PSA |

Person Specification

Skills/Attributes

- Recognise the importance of the union as an independent political and industrial organisation of workers and its strength as a collective (politically astute unionist).
- Recognise and interpret the broader issues over the long term and define the steps needs to achieve the vision and strategies (strategic thinker and planner).
- Create a strong clear direction for their work area and inspire a shared commitment in those they work with. Lead by example and give practical effect to the values and goals of PSA (democratic leader).
- Convey written and oral information using language and styles appropriate to the various needs of people and to ensure the target audience has been able to understand the message. This includes increasing levels of listening, tact and diplomacy in challenging situations. (constructive communicator).
- Prioritise work and set aside time for activities that will add to the longer term. Recognise changing priorities and reorganise work flow to accommodate them. Complete work in ways that are efficient and meet deadlines and quality requirements (self manager).
- Contribute to the success of their team and PSA as a whole. Build cooperative working relationships with other staff and facilitate teamwork in other organisations. Get things done and achieve results in the team and the organisation (cooperative team member).
- Represent, liaise, lead and network with people to advance the interests of members.
- Negotiate, advocate and facilitate in organisations where PSA members work and other organisations whom activities impact on union members.
- Leadership and mentoring qualities.

Knowledge

Have demonstrated technical knowledge and ability in the following:

- industrial relations/industrial law/employment court/tribunal
- union movement in New Zealand
- NZ political, economic and social environment

- the PSA's areas of coverage including, Public sector, specific enterprises and other sectors, e.g. Health and Community
- Possess a current Full NZ drivers licence

Within the Organiser position we have assigned organisers who have a national, development or sector focus.

Organisers with a sector focus or networks (Women, Pasifika, Out at Work, Youth).

Responsibilities:

- Lead relationships, manage and liaise within and between sector committees and between committees, Te Rūnanga and the staff.
- Works directly with the sector committee or Te Rūnanga, including preparation for meetings, follow up work, advice.
- Maintains close links with secretariat member with relationship to particular sector committee or Te Rūnanga.
- Developmental function to assist sector committees and Te Rūnanga to build effective sector strategies in conjunction with the Development team.
- Assist with the recruitment and orientation of sector committee members to their role.
- Connecting the work of sector committees with strategic, sector and national enterprise planning.

Organisers with a national focus

Assigned Organisers will undertake national organising functions within a designated national enterprise. This aspect of the Organising role will be a vehicle for achieving consistency, co-ordination and connectivity in operationalising the PSA strategy. The incumbent will carry out the same key accountabilities in this document with a national focus and will drive and co-ordinate national priorities and broader PSA strategies within the enterprise. The National Organiser is mandated to lead the process for allocating work within the National Organising Group in order to develop enterprise and organising plans consistent with PSA strategies, goals and priorities.

Responsibilities

This function is responsible for:

- Communicating clearly and engaging with LOT's and other NOG's on working priorities with as much notice as possible
- Effective functioning and facilitation of NOG including mentoring support for other organisers.
- Leadership of strategy development for the enterprise in line with overall PSA strategy and priorities
- Oversight of development and implementation of enterprise and organising plan.
- Co-ordinating available resources to greatest effect, including planning meetings and advising Assistant Secretary of the proposed budget allocation for the assigned enterprises
- Be mindful and responsible of the parameters on which the budget is set and recognise budget implications. Refer adhoc matters that may arise with the budget to the accountable Assistant Secretary
- Managing good relationships with delegates and LOT's

- Allocating and implementing the NOG budget in co-operation with the relevant assistant secretary
- Inducting new members to the NOG
- Providing leadership and coordination to Delegate teams at all levels

Organisers with a development focus

Assigned organisers will undertake delegate and organisational development functions on a regional and national basis dependent on their time allocation.

Responsibilities:

This function is responsible for:

- Leading the regional delivery of the PSAs delegate development programme alongside local organisers.
- Assisting with enterprise specific development and joint delegate and management development programmes.
- Participating in the development of the PSAs development programmes and resources.
- Participating in the planning and delivery of staff development and contributing to the planning and managing of events such as national meetings, staff development, staff conferences and congress.
- Develop and delivering the new staff development programme.
- Regularly meeting and networking with other union educators.

Attributes for Sector, National and Development responsibilities

In order to fulfil these responsibilities, the identified attributes in this document are applicable and need to be highly developed to be successful in these aspects of the Organiser position.