

Services Director

(FTE 1.0)

JOB DESCRIPTION

This job description describes the tasks that will be required of the job holder but does not form a part of the job holder's Employment Agreement. This Job Description is likely to change from time to time, to ensure that the role continues to best serve CAP's values, vision and impact model. Therefore, flexibility on the part of the job holder is required.

Location of the Role

CAP Support Office, Auckland, with occasional travel within New Zealand

Purpose of the Role

The purpose of this role is to be a key member of CAP's executive leadership team, playing a key role in the shaping, impact and future growth of the organisation. The Services Director is responsible for providing direction and leadership over the Services team, ensuring the desired output, outcomes, and mission impact are delivered. The role provides strategic, future-focused service delivery thinking and planning necessary to continue to ensure mission impact.

Key Relationships

Department: Executive Leadership Team and Services Department

Reports to: Chief Executive Officer

Direct Reports: Head of Partner Services and Support
Head of Client Services
Senior Services & Policy Advisor
Service Development Coordinator

Primary stakeholders: Churches, Coaches and Clients
Services Teams
People & Culture

Key Internal Relationships: Directors within the Executive Leadership Team

Key External Relationships: Church Partners
Other Charities
FinCAP
Industry Bodies

Summary of Role Accountabilities

1. Collaboratively lead the organisation on an executive level, bringing service delivery expertise across internal and external opportunities
2. Execute, direct, and manage the long-term Services Department delivery plan toward future impact
3. Execute, direct, and manage the outworking of the end-to-end service delivery and service improvement, towards mission impact
4. Execute and lead the trialing of new and innovative approaches or programmes, towards mission impact
5. Direct CAP's stakeholder experiences and data as a tool to position CAP as a leader in creating financial resilience
6. Lead and manage all direct reports, and through them the entire department within the Services Department

7. Lead CAP's Comments and Complaints process
8. Champion, actively participate, and lead organization-wide rhythms and initiatives

Role Accountabilities on a day-to-day level

1. Collaboratively lead the organisation on an executive level, bringing services delivery expertise across internal and external opportunities

- In conjunction with the Executive Team shape, influence and embed CAP's VVI and culture
- With the Executive Leadership Team clarify, review, revise and affirm at regular intervals, the organisation's strategic priorities toward mission impact
- Ensure that CAP holds the desired position in the sector in relation to the strategic plan
- Contribute end-to-end service delivery leadership and expertise to the strategic thinking and planning of the Executive Leadership Team, including in the areas of stakeholder knowledge, contextual forecasting, service and product efficacy, delivery systems, employee engagement, team culture and all aspects to do with ongoing service functionality
- With the Executive Leadership team, bring increased purpose, clarity and agreement to all people, processes, and projects within the organisation, in line with the CAP organisational identity and strategic priorities
- Identify and manage risks in the organisation, escalating and managing communications with key stakeholders
- Together with Executive colleagues, represent the organisation at high impact stakeholder meetings and fundraising events, bringing service delivery expertise and presentations as needed
- Together with CEO report to the Board as needed on service delivery aspects of the organisation
- Together with the Executive team, pray for the organisation and its work

Performance Indicators or Measurable Outputs could include:

- Role model and champion CAP's values across the organisation
- Role model and champion CAP's karakia spaces and praying for the organisation
- Committedly learns and develops their own senior leadership practice, models this, and brings learnings to others in the organisation
- Consistently catalyses commitment to, and pursuit of, a clear and agreed performance standards, especially in the area of service delivery
- Consistently contributes knowledgeable service delivery expertise at a strategic level to the work of the organisation

2. Execute, direct, and manage the long-term Services Department delivery plan toward future impact

- Prayerfully seek Gods leading in the service delivery decisions of CAP
- Reports regularly to the Executive Leadership Team on the service delivery aspects of CAP
- Liaise closely with the CEO to ensure alignment of service delivery priorities
- Creates, leads and delivers on the annual Services Plan as part of CAP's strategic plan, ensuring all targets are reached
- Manages the budget for the Services Department
- Drives efficiency and effectiveness in service delivery across people, processes and performance
- Leads and facilitates a team of leaders together solve service-related challenge points and bringing shared expertise and capability
- Understands the service from the perspective and experience of all key stakeholders, and routinely gathers data and feedback from these groups, including from external stakeholders (primarily in the sector)

- Networks with other charities to grow CAP's influence and identify learning opportunities
- Builds and maintains relationships with relevant industry bodies to grow CAP's influence
- Strengthen relationship with FinCAP, ensuring CAP is meeting relevant sectors standards and qualifications
- Model and lead the Services department's haerenga towards greater understanding of and commitment to Te ao Māori and the impact of Te Rongopai in Aotearoa
- Ensures the Services department is growing in cultural competencies with regard to Māori and Pasifika stakeholders and is growing in its ability to connect effectively with clients from these cultures
- Ensures that CAP is effectively relieving poverty, according to agreed success metrics for each service e.g. Quality of Debt Solutions Framework
- Ensure that CAP's approach to gospel engagement is woven into the services delivery appropriately
- Meets regularly with advisors to strengthen partnership opportunities, through listening, learning and discovering ways CAP services could be improved within priority areas
- Represent CAP in front of media if required

Pertaining to churches as key stakeholders:

- When needed encourages specific churches in their partnerships with CAP, and negotiates strategic high impact church partnership agreements
- Ensure all relationships with partner churches are healthy and mutual thriving
- Ensure timely and thorough conflict management of any concerns that may arise

Pertaining to Coaches (CAP Coaches, CAP Money Coaches) as key stakeholders:

- Ensures that all relationships with coaches are healthy and mutual thriving, ensuring engagement with CAP's volunteer programme in line with CAP's services delivery
- Ensures the health and safety of all volunteers and compliance of Health and Safety procedures and policy
- Ensure timely and thorough conflict management of any concerns that may arise

Performance Indicators or Measurable Outputs could include:

- The services of CAP consistently meet the needs of stakeholders
- Services Department data and metrics show an increase in the number of clients who debt free
- The supply of debt centre volunteers meets the demand of client need
- Services are implemented within budget parameters
- There is obvious and ongoing quality improvement across all service systems

3. Execute, direct, and manage the outworking of the end-to-end service delivery and service improvement, towards mission impact

- Cultivates a culture of reflective learning practice, and leads and co-creates the thinking and innovating toward new service models, debt-relief approaches and service designs
- Ensures the collection of appropriate service and stakeholder related data to bring intelligence and insight to existing service improvements and new service innovations
- Ensures the incubation of new service approaches
- Leads and ensures the embed of new adopted approaches across service delivery department

Performance Indicators or Measurable Outputs could include:

- There is a culture of innovation, creativity and 'have a go' within the Services Department
- There is a culture of learning towards quality improvement within the Services Department "How could we do this differently next time?"

- New approaches are frequently trialed and either adopted or discarded
- There is a growing body of relevant service data on hand

4. Execute and lead the trialing of new and innovative approaches or programmes, towards mission impact

- Ensure the Debt Help service is aligned with key CAP's Impact Model, Transformational Pillars, Quality of Debt Solutions and Strategic priorities.
- Create and lead the execution of CAP's 3-year strategic planning, owning the Services Strategic Plan
- Provide service delivery forecasting insight and sustainability thinking towards the future capability of the organisation, and in response to the anticipated contextual needs of key stakeholders
- Assess market trends and implement new technologies, operational enhancements, and organisational and staffing infrastructure to both create and handle future services growth
- Ensure that CAP services stay fit for purpose and relevant for the Aotearoa context

Performance Indicators or Measurable Outputs could include:

- Successful execution of the Services 3-year strategic plan
- Ensure uplifts across Services key metrics

5. Direct CAP's stakeholder experiences and data as a tool to position CAP as a leader in creating financial resilience

- Provide strategic oversight of relationships with creditors and dispute resolution scheme as required
- Accountable for prioritising decisions regarding external opportunities
- Approve final decision on policy submissions and research
- In conjunction with key stakeholders, hold and strengthen key external relationships
- Ensure sector insights and recommendations, implemented into projects, initiatives and service offerings
- Champion key sector developments and opportunities
- Contribute to wider discussions about CAP and CAP's services as required

Performance Indicators or Measurable Outputs:

- Ensure framework for prioritising positions created and adhered to
- Consistently delivers on all of the above listed activities

6. Lead and manage all direct reports, and through them the entire department within the Services Department

- Manage team culture and contribution so that there is a culture of improvement, innovation, and collaboration, strengthening CAP's overall Vision, Values, Impact model, EVP, and services direction
- Champion the Health, Safety and Wellbeing of the team, ensuring identification and reporting of any HSE risks. Collaborate closely with the Head of Health, Safety and Environment, to develop, maintain and embed policies, practices and training within the team
- Role model and lead direct reports through CAP's performance program, conducting regular performance reviews, facilitating meaningful check-in and development conversations, and adjusting job descriptions as needed
- In conjunction with People & Culture effectively manage all people related responsibilities, including recruitment, addressing performance or conduct concerns, ensuring policy adherence, managing leave and flexible work arrangements

- Role model and cultivate wisdom and discernment within the Services Managers and team, equipping them to navigate ambiguity with confidence, and demonstrate personal and professional indifference
- Foster a culture of performance, ensuring service excellence and accountability
- Motivate, support, and empower direct reports to achieve team objectives by setting clear goals, reviewing results, and holding regular meetings to facilitate progress
- Champion change management processes the Services department, fostering a culture that embraces and effectively embeds change
- Equip the team with the tools, training and support needed to develop in the Services Department competencies
- Foster a culture of celebration and recognition, acknowledging staff contribution and utilising organization-wide tools, such as Whakatinana
- Ensure appropriate oversight of relevant technical systems of CAP's services delivery
- Commit to ongoing personal development, including participating in any future changes regarding the professionalisation of the sector
- Manage all required reporting-including dashboards, KPIs, progress indicators, budgets and all relevant commentary ensuring that reports are appropriate for the audience and support the identification and execution of appropriate actions

Performance Indicators or Measurable Outputs could include:

- The Services Department teams are clear and agreed on their purpose of delivering Debt Help and CAP Money
- Staffing needs of the team in relation to workload are anticipated and planned
- Team are clear on services strategic plan and key metrics to be achieved
- Team performing against Client Services & Partner Services Competency frameworks
- Engagement surveys and other forms of staff feedback and evaluation shows the health of team culture, engagement and performance and/or improvement in these areas

7. Lead CAP's Comments and Complaints process

- Be the designated Complaints Officer, playing the primary role of investigating and facilitating next steps for resolutions
- Review and own the Complaints and Comments Guide, Procedure and Policy
- Manage communication channels for any formal complaints
- Ensure all documentation and recording is managed
- As required, work with CAP's designated disputes resolution scheme to ensure resolution of any formally escalated complaints

Performance Indicators or Measurable Outputs could include:

- Comments and complaints are documented and reported alongside policy requirements
- Successful resolution of concerns or complaints

8. Champion, actively participate, and lead organization-wide rhythms and initiatives

Pertaining to Organisational Identity & Culture:

- Participate and lead daily and weekly karakia
- Engage, contribute and shape CAP's Haerenga and Haerenga Competencies

Pertaining to Donor Relations:

- Regularly invite personal contacts to contribute to CAP's 'Life Changer' regular giving programme

- Participate in fundraising activities, including an annual thank you calling evening
- Attend Fundraising Dinners as required
- Lead 4-6 CAP Church talks per year around Aotearoa, including doing the talk

Performance Indicators or Measurable Outputs could include:

- Consistently participates in all of the above listed activities

Authorities

- Achieve targets of services according to plan
- Achieve growth targets according to plan
- Allocation of budget resource, within the budget set for the Services department
- Leave approvals for direct reports with entitlement
- Allocation of work to direct reports
- HR management of work to direct reports

Requirements of the Role

Personal attributes & values

- A strong personal alignment with the foundational Christian philosophy, organisational identity, culture, and values of CAP
- Ability to work with many different faith expressions, where-ever they are on the spectrum of conservative to charismatic
- Ability to work and lead comfortably and well in an NFP organisation that seeks to honour Te Tiriti o Waitangi in the way work is done
- Ability to work comfortably and well in an environment which demonstrates the Christian gospel with stakeholders, shares about Jesus Christ as appropriate, and prays
- Ability to balance empathy, compassion, professionalism and best practice, and to lead others to do the same
- Ability to confidently work with vulnerable people
- Ability to safely and sensitively engage with people from different cultures & backgrounds
- Ability to calmly and confidently manage complex challenges with discernment and maturity
- Ability to work under time pressure, and a willingness to work evenings and weekends when required
- Ability to foster a growth mindset and promote a culture of continuous learning
- Ability to carry out work in a variety of locations
- Ability to work well in an environment that is undergoing purposeful and significant change
- Available to commence work at 8am every Monday to participate in ELT karakia
- Ability to confidently represent CAP as required to media (CAP media training required)
- Hold and maintain a full driver's licence

Skills, knowledge, expertise & experience

- 5+ years proven experience in a similar role (essential)
- Proven ability to lead and build a team, including leading leaders, to increased purpose and work delivery, and through change initiatives
- Excellent strategic and decision-making abilities, with a proven track record of developing and outworking a strategic initiative
- Strong experience balancing both strategic and operational priorities and requirements
- Exceptional relationship-building and interpersonal skills, with a proven ability to positively influence team culture and performance, and to collaborate effectively across teams and the wider organisation
- Strong discernment and ability to navigate complex and ambiguous situations

- Strong negotiation, influencing & stakeholder management skills, including external relationships
- Proven ability to lead an organisation and a team to increased purpose and work delivery
- Excellent oral, written and interpersonal communication skills
- Demonstrated cultural competency and understanding of Māori and Pasifika
- Ability to facilitate organisational work and programmes to increasingly honour Te Tiriti o Waitangi
- Excellent oral, written and interpersonal communication skills, including speaking in front of the media
- Experience managing budgets

Qualifications (desirable)

- Bachelor of Commerce
- Tertiary level qualification in relevant area of programme development, volunteer management or sales/account/business management

Job description prepared by: Sam Garaway

Last Updated: November 2025

Statement of Acceptance

The Employee will perform the duties set out in this Job Description. These duties may be modified and updated by the Employer from time to time following consultation with the Employee. The Employee also agrees to perform all other reasonable duties and comply with reasonable instructions issued by the Employer.

I confirm that I have read and understand this Job Description, and agree to abide by the duties, tasks and accountabilities within it.

Signature:

Date:

Name: