



Post: Peer Mentor Team Manager

Delegated Authority Level 7

Team: Achieving Potential

Responsible to: Head of Employment Initiatives

Responsible for: Staff team

Job Purpose

Peer Mentors are individuals who use their own lived experiences to support others who are on a similar journey. SHP Peer Mentor Best Practice guide 2021

Reporting directly to the Head of Employment Initiatives, you will be responsible for managing both an organisational and a Camden and Islington-based peer mentor programme.

You will provide staff supervision and leadership to a small team and will support them to coordinate the day-to-day delivery of Peer Mentoring services. This includes supporting staff with the recruitment, training and supervision of Peer Mentors.

A strong emphasis of the role is to lead on building strong relationships with other SHP projects, as well as external key stakeholders. This will significantly include services within Camden and Islington's criminal justice and substance use provision.

Key Accountabilities

1. Team Management

1.1 Line management of a staff team to ensure codes of professional conduct are adhered to and that all team members maintain high quality standards of work practice.

1.2 To ensure Peer Mentors operate within the boundaries of their role.

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Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 1 of 10

2. Supervision

2.1 Provide 1:1 management supervision to staff, identifying and responding to training and development needs.

2.2 Plan and implement an induction training programme for the peer mentors, as well as on-going development training.

2.3 To carry out formal appraisals with all team members, ensuring that targets set are monitored and reviewed in line with policy.

3. Service Delivery & Development

3.1 To ensure that Peer Mentor activity is provided in line with the service specifications.

3.2 To manage and coordinate an accredited Peer Mentor Programme

3.3 To develop a range of peer-led and on-line recovery initiatives, including SMART Recovery, and promoting these initiatives throughout SHP and relevant treatment systems.

3.4 Oversee management of an allocated budget, with support of line manager

3.5 To lead on the roll out of the Peer Mentor programme across identified services in SHP

4.0 Information Management

4.1 To help produce regular and timely monitoring and evaluation reports. To ensure accurate information about activity is provided to maintain the service database and fulfil monitoring requirements meeting the deadlines imposed.

4.2 To compile reports about the service or specific areas of activity as required.

4.3 Ensure staff are supporting Peer Mentors to record relevant information to agreed standards.

4.4 To process and manage online DBS applications for Peer Mentors

5.0 Networking, Liaison and Brokering

5.1 To develop effective working relationships with Camden and Islington substance use treatment and criminal justice providers and hostels, both at front-line and first management levels

5.2 To work with other Managers and staff teams within SHP to build capacity within services in order to develop a cross-organisational Peer Mentor Programme

5.2 Coordinate recovery activities within the service, and to work in partnership with other agencies to provide recovery activities across Camden and Islington

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 2 of 10

5.3 Provide the Peer Mentors opportunities for personal and professional development by linking into activity provided within the Recovery Services and other SHP services.

6.0 Health and Safety

6.1 To ensure staff are aware of and comply with project policies and procedures for safe working practices for volunteers and service users.

6.2 To ensure current event risk assessments are in place for all peer drop-ins and activities.

Technical and Professional Know-How required for Effective Performance

When completing your supporting statement, you will be required to respond (using examples) to some of the points below.

- An understanding of the issues affecting people in recovery from drug and alcohol use and/or those who have accessed the criminal justice system
- Experience of supervising volunteers and/or managing staff
- Ability to co-ordinate the work of a number of individuals or agencies to get tasks completed to time and to specification.
- Experience of developing and delivering training
- The ability to develop the skills of others, to motivate and manage a quality service, committed to achieving excellence.
- An ability to network and work in partnership with statutory and voluntary specialist agencies in order to establish or improve services for clients.
- Experience of managing complex and difficult situations in relation to the provision of service to vulnerable client group(s).
- An understanding of the principles underlying a quality service, and customer focused, with proven ability to empower and involve service users
- Ability to be self motivating, work under pressure, and manage time effectively, prioritising different areas of work according to need.
- A level of numeracy, literacy and comprehension and IT skills necessary to maintain data and fulfil monitoring requirements, and to manage a small petty cash budget.

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 3 of 10

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- An ability to communicate clearly in writing and analyse written and numerical information.
 - A commitment to working flexibly and creatively in response to changing organisational requirements and a willingness to work outside of office hours on occasion.

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 4 of 10

Competencies Required For Effective Performance:

Competency	What this looks like in practice	Level
Analytical Thinking (The ability to give proper consideration to problems and to come up with good solutions.)	Gathers the required information to solve problems <ul style="list-style-type: none"> ▪ Steps back from the problem and thinks about what information is required. ▪ Collects the information required to solve the problem. ▪ Draws upon and learns from previous experiences of self and others. ▪ Organises the information in a logical way. 	1
	Sifts and analyses information <ul style="list-style-type: none"> ▪ Processes information quickly and draws accurate conclusions. ▪ Breaks down problems into their parts, identifies cause and effect. ▪ Makes accurate deductions. ▪ Evaluates whether arguments or cases are complete or sound. ▪ Challenges incorrect information or discrepancies. ▪ Reflects on what they've done and learns from it. 	2
	Solves complex and strategic problems <ul style="list-style-type: none"> ▪ Sees beyond the immediate issue. ▪ Considers the wider and strategic implications. ▪ Takes into account wider political, social and economic factors. ▪ Is able to articulate abstract and complex problems... ▪ Carries out analysis of complex information in order to identify the main issues. ▪ Considers the whole process or situation from different angles. ▪ Proposes new or original solutions. 	3
Commitment and Drive (The ability to take the initiative and achieve targets and results)	Is conscientious and professional <ul style="list-style-type: none"> ▪ Meet targets and deadlines. ▪ Do what they say they are going to do. ▪ Prepares properly for meetings and events. ▪ Complies with defined policies and procedures. ▪ Understands the need to evidence what we do. ▪ Completes paperwork and reports in line with standards. 	1
	Is proactive and solution focused <ul style="list-style-type: none"> ▪ Is enthusiastic and positive in what they do. ▪ Do things before they need to be told. ▪ Find solutions for themselves. ▪ Knows when to make decisions and when to seek support from others <ul style="list-style-type: none"> ▪ Is flexible and adapts response according to the situation while working within. SHP policies and procedures. 	2

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 5 of 10

	<p>Goes the extra mile</p> <ul style="list-style-type: none"> ▪ Willingly take on extra tasks and/ or responsibilities outside of their current role. ▪ Look for and enjoy new challenges and opportunities. ▪ Achieve results through their own motivation and drive. ▪ Starts and carries through new projects. ▪ Consistently achieve high standards for themselves (and others). 	3
<p>Efficiency and Effectiveness</p> <p>(The ability to plan and organise work so that deadlines, targets and standards are met)</p>	<p>Organises own work</p> <ul style="list-style-type: none"> ▪ Thinks ahead about what needs to be done. ▪ Sets clear priorities for work. ▪ Shows good attention to detail; checks work for accuracy. ▪ Keeps files and other paperwork up to date. ▪ Knows where to find things. ▪ Meets targets and deadlines. 	1
	<p>Consistently delivers work on time and to standards</p> <ul style="list-style-type: none"> ▪ Produces work quickly ▪ Meets quality standards. ▪ Plans work and projects, sets clear milestones. ▪ Monitors progress and takes action where performance deviates from plan. ▪ Juggles several tasks and projects at any one time without letting any drop. 	2
	<p>Ensures that others deliver work on time and to standards</p> <ul style="list-style-type: none"> ▪ Communicates expectations of standards and timescales to others. ▪ Holds others accountable for delivering on time and to standards. ▪ Constructively and decisively deals with performance issues. ▪ Allocates resources in line with organisational priorities. ▪ Delegates tasks and projects effectively. ▪ Ensures that projects and initiatives are planned and executed in conjunction with other departments. ▪ 	3
	<p>Plans strategically to deliver the business results</p> <ul style="list-style-type: none"> ▪ Contributes to and drives the business plan for SHP as an organisation. ▪ Ensures that the organisational goals are planned and executed across the organisation. ▪ Considers the long term implications of planning decisions. ▪ Ensures that there is a balance between organisational stability and moving SHP forward. 	4
<p>Teamworking</p> <p>(The ability to work cooperatively and</p>	<p>Supports and considers others</p> <ul style="list-style-type: none"> ▪ Does their fair share. ▪ Is flexible and is prepared to help with things which are outside their own role ▪ Sees when others are struggling and offers help. 	1

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 6 of 10

supportively with their own team and other teams across SHP)	<ul style="list-style-type: none"> ▪ Owns their decisions and does not pass the buck. ▪ Actively contributes to team meetings. ▪ Shares knowledge and ideas with colleagues. ▪ Actively supports other teams across SHP. ▪ Promotes SHP as an organisation inside and outside the organisation. 	
	<p>Builds team spirit</p> <ul style="list-style-type: none"> ▪ Acts to promote cooperation in the team. ▪ Emphasises the strengths of the team and builds on them. ▪ Offers support and coaching when required. ▪ Proactively identifies and manages conflict within the team. ▪ Takes collective responsibility for team actions and decisions. ▪ Represents the team positively to others in SHP. 	2
	<p>Promotes teamwork across SHP</p> <ul style="list-style-type: none"> ▪ Actively encourages teams across SHP to share best practice and new ideas. ▪ Ensures that each team understands how they contribute to the organisation as a whole. ▪ Finds out what other departments are doing to see if they can learn from them or to share ideas. ▪ Ensures that each service/area promotes SHP as a whole externally and internally. 	3
<p>Effective communication</p> <p>(The ability to communicate with others in a cooperative and sensitive way.)</p>	<p>Communicates clearly</p> <ul style="list-style-type: none"> ▪ Can talk to different types of people effectively. ▪ Checks that they have been understood. ▪ Speaks to people in a respectful and courteous manner. ▪ Respects and takes into account cultural differences. ▪ Uses appropriate body language. ▪ Writes clearly and concisely. ▪ Uses appropriate methods of communication. ▪ 	1
	<p>Shows warmth and consideration to others</p> <ul style="list-style-type: none"> ▪ Is open and honest. ▪ Makes ever effort to put people at their ease. ▪ Is a good listener; gives people time. ▪ Takes time to tune into what others are really thinking and feeling. ▪ Is very aware of their own emotions and feelings and how these impact on others 	2
	<p>Influences people inside and outside the organisation</p> <ul style="list-style-type: none"> ▪ Speaks with enthusiasm and conviction. ▪ Networks effectively inside and outside of SHP. ▪ Adapts their style and approach to the needs of the audience. ▪ Presents information so that others understand and are engaged. 	3

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 7 of 10

	<ul style="list-style-type: none"> ▪ Sells the benefits of their proposals to others. ▪ Finds win- win results for both parties in a negotiation. 	
Resilience (The ability to deal with situations with clients and colleagues with confidence.)	Is self aware <ul style="list-style-type: none"> • Takes time to reflect on actions and behaviours and learn from them. • Admits when they make mistakes and learns from them. • Has the confidence to review what works and does not work. • Is aware of their own strengths and areas for development. • Takes responsibility for their own learning. 	1
	Is assertive and self confident <ul style="list-style-type: none"> • Presents self in a confident manner. • Raises issues in a constructive way. • Able to make clear decisions and act on them. • Remains calm and self controlled in challenging situations. • Acts decisively and appropriately in a crisis. 	2
	Demonstrates authority <ul style="list-style-type: none"> • Prepared to make difficult or unpopular decisions, when required and stand by them. • Balances being tough minded with sensitivity. • Accepts and responds to constructive feedback. • Delegates appropriately and has the confidence to trust that staff will deliver. • Supports SHP policy or strategy in the face of challenges. 	3
Leadership (The ability to motivate, develop and inspire others.)	Acts consistently with staff <ul style="list-style-type: none"> ▪ Sets and communicates clear targets and expectations to staff. ▪ Is approachable and shows genuine concern for others. ▪ Makes sure that staff have the information that they need to do their jobs. ▪ Monitors staff performance. ▪ Deals with poor performance in a timely way. ▪ Interprets policies and procedures in the same way as other managers. ▪ Acts in line with SHP values. 	1
	Encourages and develops others <ul style="list-style-type: none"> ▪ Helps others to see what they can achieve and how they could develop. ▪ Recognises and builds upon others strengths and expertise. ▪ Praises individuals and the team for a job well done. ▪ Gives constructive feedback, both positive and negative with evidence. ▪ Encourages others to state their views and contribute to the team. ▪ Shares problems with the team and asks for their input. 	2

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 8 of 10

	<ul style="list-style-type: none"> ▪ Recognises when the team or individual is stuck and works with them to find a way forward. 	
	<p>Wins others commitment to their compelling vision</p> <ul style="list-style-type: none"> ▪ Articulates a clear picture of their vision, explaining how it aligns with the SHP vision. ▪ Explains the bigger picture to staff; gives them the context. ▪ Explain how the vision can be achieved. ▪ Pulls together other departments and teams to achieve the vision. ▪ Motivates staff to do more than they ever thought possible. ▪ Role models SHP values. 	3
<p>Putting the Customer First</p> <p>(The willingness and ability to deliver the best possible person centred service to our customers - customers may be service users, RSLs, statutory bodies, colleagues in other departments etc.)</p>	<p>Builds effective relationships with customers</p> <ul style="list-style-type: none"> ▪ Makes themselves available for the customer. ▪ Treats people with respect and courtesy ▪ Explores with customers their specific needs ▪ Is very clear with boundaries – the customers and their own. ▪ Recognises that SHP exists to provide a service to our customers. 	1
	<p>Finds positive solutions to meet customer needs</p> <ul style="list-style-type: none"> ▪ Actively seeks and offers alternative ways of meeting customers needs ▪ Is responsive to customer problems, and works with them to resolve problems promptly. ▪ Foresees problems rather than waiting for them to happen ▪ Asks for feedback from customers about the service provided, and acts on it. ▪ Establishes effective working relationships with other agencies to meet customer needs. ▪ Knows when to refer on to other agencies. 	2
	<p>Takes actions to improve customer service</p> <ul style="list-style-type: none"> ▪ Asks for others' ideas about how service can be improved. ▪ Looks for ways to make procedures and systems more customer-friendly. ▪ Involves customers in continuously improving the service. ▪ Collaborates with other agencies and organisations to promote joint working. ▪ Ensures that customer feedback affects real change across SHP. 	3
<p>Embracing Change and Innovation</p> <p>(The willingness and ability to adapt to changing circumstances)</p>	<p>Responds positively to change</p> <ul style="list-style-type: none"> ▪ Sees the positive aspects of change. ▪ Is flexible and adapts easily to new requirements. ▪ Is willing to learn and to take on new skills. ▪ Offers constructive alternatives if they disagree with a change. 	1
	<p>Generates new ideas</p>	2

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 9 of 10

and come up with new and innovative ideas.)	<ul style="list-style-type: none"> ▪ Challenges the way that things are done now and proposes a better way. ▪ Comes up with creative solutions and ideas. ▪ Seeks new ways of working in partnerships. ▪ Asks for others ideas on how changes and new ideas can be implemented. ▪ Looks for new opportunities for promoting SHP. 	
	<p>Is entrepreneurial</p> <ul style="list-style-type: none"> ▪ Finds innovative solutions for improving the service. ▪ Look for many different ways of creating new business. ▪ Seizes opportunities to respond creatively to strategic external agendas. 	3
	<p>Leads change and innovation</p> <ul style="list-style-type: none"> ▪ Initiates change and new ideas that will have a positive impact on the organisation. ▪ Gains commitment through their positive attitude. ▪ Encourages others to come up with creative ideas and approaches. ▪ Asks for others ideas on how changes and new ideas can be implemented. ▪ Uses a number of approaches, if necessary, to gain commitment. 	4

This document will be uncontrolled when printed

Document Number: []	Issue Date: []	Status: []
Version No: []	Next Review Date: []	Page : 10 of 10