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| **Cluster** | Stronger Communities | |
| **Department** | Department of Communities and Justice | |
| **Division/Branch/Unit** | Corporate Services/Information and Digital Services | |
| **Location** | Greater Sydney Area | |
| **Classification/Grade/Band** | Clerk Grade 11/12 | |
| **Role Number** | TBA | |
| **ANZSCO Code** | 135199 | |
| **PCAT Code** | 3226168 | |
| **Date of Approval** | 27 October 2023 | **Ref: IDS145** |
| **Agency Website** | www.dcj.nsw.gov.au | |

# Agency overview

The Department of Communities and Justice (DCJ) is the lead agency under the Stronger Communities Cluster. DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community. Stronger Communities is focussed on achieving safe, just, inclusive and resilient communities by providing services that are effective and responsive to community needs.

# Primary purpose of the role

Identify, analyse and facilitate improvements to business systems, processes and workflows aligned with the overall business and strategic requirements and the Department’s operational plans.

# Key accountabilities

* Facilitate setting priorities for change initiatives of high complexity, taking responsibility for investigation and implementation of changes to program scope
* Identify and document business processes, business and functional requirements to align user stories, and case scenarios, comparing the best processes or delivery methods, including measuring and evaluating outcomes
* Drive the analysis and collection of information including investigating issues and analysing customer feedback and insights to create viable recommendations for service improvements that align with business strategy and user needs
* Builds strategic relationships and work with stakeholders to define business needs, user stories and priorities with a comprehensive analysis of alternate solutions using best practice methodologies to deliver products and services with the maximum benefit and to required standards. This includes facilitating collaboration and leading effective communication with all stakeholders to support design, build and delivery to meet the user needs
* Ensure practice is documented, stored and maintained for all to access to enable effective delivery and enhanced ways of working; challenging constructively and being objectively critical to achieve solutions that are fit for purpose
* Co-ordinate input from Analysts across squads and drive Analysis Practice applying best practice methodologies and industry recognised standards, processes and systems ensuring people understand ways of working

# Key challenges

* Identifying interdependencies and balance competing demands to ensure project objectives are achieved
* Ensuring the delivery of change and implementation plans and business improvements, in a high-volume working environment with competing priorities, to ensure timeframes are met
* Establishing relationships with stakeholders to develop trust and confidence where user needs may be in conflict with their desires
* Ensuring the outcomes are aligned with service vision and business strategy by contributing to the link between current and future business models and delivering to the business architecture given competing priorities

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Escalate issues, keep informed, advise, receive guidance and instructions * Participate in meetings and discussions to share information and provide input and feedback * Seek direction, advice and support * Provide information and feedback |
| Team members | * Provide information and advice * Provide an effective and valuable two way liaison |
| Other DCJ divisions | * Liaise to ensure the provision of timely and accurate advice when requested * Develop and maintain effective working relationships * Negotiate/agree on timeframes |
| Corporate Services, ICT | * Participate in projects, either as an assigned resource or in solution consultation |
| DCJ Districts and Clusters | * Liaise to ensure consistent engagement with service delivery planning and service providers * Develop and maintain effective working relationships * Negotiate/agree on timeframes |
| **External** |  |
| Non-government Organisations | * Engage with service providers * Keep abreast of new technologies and trends within the industry |
| Community | * Engage with service providers and client groups * Participate in “Communities of Practice” relevant to the area of subject matter expertise |

# Role dimensions

## Decision making

The role:

* Sets own priorities and those of any staff/project staff supervised.
* Maintains independence to develop a suitable approach in managing a work priorities, determining the conceptual framework towards projects and development of strategic plans.
* Has a high level of responsibility for determining appropriate actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation and delivery of work.
* Ensures that recommendations are based on sound evidence, but at times may be required to use their judgment under pressure or in the absence of complete information or as the source of expert advice to internal stakeholders across the Department as well as externally to Ministerial level.
* This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes.

Refer to the financial and/or administrative delegations for this role.

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## Reporting line

Relevant Director and Project Lead

## Direct reports

Up to 5 direct reports

## Budget/Expenditure

Nil

# Essential requirements

Tertiary qualifications in a related discipline or equivalent knowledge, skills and experience with a demonstrated commitment to ongoing professional development.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

* National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
* Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

| FOCUS CAPABILITIES | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** | |  | **Behavioural indicators** | **Level** | |
| Personal Attributes logo | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | * Be flexible, show initiative and respond quickly when situations change * Give frank and honest feedback and advice * Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately * Raise and work through challenging issues and seek alternatives * Remain composed and calm under pressure and in challenging situations | | | Adept |
| Relationships logo | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | * Negotiate from an informed and credible position * Lead and facilitate productive discussions with staff and stakeholders * Encourage others to talk, share and debate ideas to achieve a consensus * Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes * Influence others with a fair and considered approach and sound arguments * Show sensitivity and understanding in resolving conflicts and differences * Manage challenging relationships with internal and external stakeholders * Anticipate and minimise conflict | | | Adept |
| Results logo | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | * Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes * Make sure staff understand expected goals and acknowledge staff success in achieving these * Identify resource needs and ensure goals are achieved within set budgets and deadlines * Use business data to evaluate outcomes and inform continuous improvement * Identify priorities that need to change and ensure the allocation of resources meets new business needs * Ensure that the financial implications of changed priorities are explicit and budgeted for | | | Adept |
| Results logo | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | * Research and apply critical- thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence * Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience * Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience * Seek contributions and ideas from people with diverse backgrounds and experience * Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness * Identify and share business process improvements to enhance effectiveness | | | Adept |
| Business Enablers logo | **Project Management**  Understand and apply effective planning, coordination and control methods | * Prepare and review project scope and business cases for projects with multiple interdependencies * Access key subject-matter experts’ knowledge to inform project plans and directions * Design and implement effective stakeholder engagement and communications strategies for all project stages * Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning * Develop effective strategies to remedy variances from project plans and minimise impact * Manage transitions between project stages and ensure that changes are consistent with organisational goals * Participate in governance processes such as project steering groups | | | Adept |
| People Management logo | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | * Collaborate to set clear performance standards and deadlines in line with established performance development frameworks * Look for ways to develop team capability and recognise and develop individual potential * Be constructive and build on strengths by giving timely and actionable feedback * Identify and act on opportunities to provide coaching and mentoring * Recognise performance issues that need to be addressed and work towards resolving issues * Effectively support and manage team members who are working flexibly and in various locations * Create a safe environment where team members’ diverse backgrounds and cultures are considered and respected * Consider feedback on own management style and reflect on potential areas to improve | | | Adept |

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at <http://www.psc.nsw.gov.au/workforce-management/capability-framework/access-the-capability-framework/occupation-specific/occupation-specific>

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| **Focus Occupation Specific Capabilities** | | | |
| SFIA logo | **Capability name**  Capability description | **Capability Set** | **Level** |
| **Business Process Improvement**  Creating new and potentially disruptive approaches to performing business activities. | * Manages the execution of business process improvements. * Analyses and designs business processes to identify alternative solutions to improve efficiency, effectiveness and exploit new technologies and automation. * Develops graphical models of business processes to facilitate understanding and decision-making. Assesses the feasibility of business process changes and recommends alternative approaches. * Selects, tailors and implements methods and tools for improving business processes at programme, project or team level. Contributes to the definition of organisational policies, standards, and guidelines for business process improvement. | Level 5 - BPRE |
| Business situation analysis Investigating business situations to define recommendations for improvement action. | * Plans, manages and investigates business situation analysis where there is significant ambiguity and complexity. * Advises on the approach and techniques to be used for business situation analysis. Ensures holistic view adopted to identify and analyse wide-ranging problems and opportunities. * Engages and collaborates with a wide range of stakeholders, including those at the management level. Gains agreement from stakeholders to conclusions and recommendations. * Contributes to definition of organisational standards and guidelines for business situation analysis. | Level 5 – BUSA |
| **Requirements Definition and Management**  Managing requirements through the entire delivery and operational life cycle. | * Plans and drives scoping, requirements definition and prioritisation activities for large, complex initiatives. * Selects, adopts and adapts appropriate requirements definition and management methods, tools and techniques. Contributes to the development of organisational methods and standards for requirements management. * Obtains input from, and agreement to requirements from a diverse range of stakeholders. Negotiates with stakeholders to manage competing priorities and conflicts. * Establishes requirements baselines. Ensures changes to requirements are investigated and managed. | Level 5 -REQM |



NSW Government employees can access the ICT set through the [Skills Framework for the Information Age](https://www.sfia-online.org/en)Foundation website by registering as a corporate user via their NSW Government email address.

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as ‘not essential’ for this role is not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES | | | |
| --- | --- | --- | --- |
| **Capability Group/Sets** | **Capability Name** | **Description** | **Level** |
| Personal Attributes logo |  |  |  |
| Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| Relationships logo |  |  |  |
| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Work Collaboratively | Collaborate with others and value their contribution | Adept |
| Results logo |  |  |  |
| Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business Enablers logo |  |  |  |
| Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| People Management logo |  |  |  |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |

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| **Complementary Occupation Specific Capabilities** |

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| --- | --- | --- | --- |
| SFIA logo | **Capability name** | **Description** | **Level** |
| **Stakeholder Relationship Management**  Influencing stakeholder attitudes, decisions, and actions for mutual benefit | * Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables. * Facilitates open communication and discussion between stakeholders. * Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding. * Facilitates business decision-making processes. Captures and disseminates technical and business information. | Level 5 - RLMT |