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| **Portfolio** | Communities and Justice | |
| **Department** | Department of Communities and Justice | |
| **Division/Branch/Unit** | Courts, Tribunals and Service Delivery/Sheriff’s Office/Civil Enforcement Command | |
| **Location** | Parramatta | |
| **Classification/Grade/Band** | Clerk Grade 5/6 | |
| **Role Number** | 50006229 | |
| **OSCA Code** | 512111 | |
| **PCAT Code** | 1117392 | |
| **Date of Approval** | 16 July 2025 | **Ref: SO0066** |
| **Agency Website** | www.dcj.nsw.gov.au | |

***Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.***

# Agency overview

The Department of Communities and Justice (DCJ) is the lead agency in the Communities and Justice Portfolio. Communities and Justice aims to achieve a safe, just, and inclusive New South Wales (NSW) by operating an effective legal system; increasing access to social and affordable housing; protecting children and families; addressing domestic and family violence; promoting public safety; reducing reoffending; and supporting community harmony and social cohesion.

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 by providing services that are effective and responsive to community needs.

# Primary purpose of the role

The role manages the Enforcement Operations Centre (EOC), a core element of Civil Enforcement Command, responsible for the administration of service and execution tasks.

The role is to provide leadership to the EOC, resolve escalated client issues, and help support enforcement operations. In addition, managing higher level accounts administration work such as accounts receivable and overseeing the disbursement of funds.

The role promotes a working environment that values ethical behaviour and good performance to achieve quality service delivery outcomes and organisational objectives.

# Key accountabilities

* Lead and manage a team of Enforcement Services Officers in the delivery of quality service to clients.
* Allocate resources to ensure standards, including those contained in the Service Charter, are met and quality services are delivered to clients.
* Coach and provide direction to EOC staff, to ensure the quality of their work is at a high standard and is completed within relevant timeframes.
* Organising staff to change practices in accordance with new policies and procedures as they develop and take a leading role in change management.
* Work with the Civil Enforcement Command and other Sheriff’s Office business units to develop a positive “client first” culture.
* Provide advice and report to Senior Managers on operations and contribute to the development of procedural changes that enhance client service and/or improve efficiency.
* Lead the development and implementation of initiatives that aim to improve work practices.

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# Key challenges

* Managing, developing, and motivating staff in a busy, changing and complex work environment, including coaching staff to ensure they understand changes in processes contributing to an informed workforce and quality service provision.
* Managing client expectations whilst management high levels of demand.
* Ensuring there is consistency in process, service quality, and good working relationships with other stakeholders.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Senior Management | * For guidance, direction and advice. * To provide feedback on staff performance and issues. |
| Team members | * Provides leadership, guidance, advice and support and shares information. * Sets goals and priorities and provides feedback on performance. |
| Sheriff’s Office and Court Registry staff | * Shares information/collaborates. * For advice and support with technical and operational issues. |
| **External** |  |
| Clients | * Handles complex enquiries and correspondence and resolves complaints. |

# Role dimensions

## Decision making

## This role:

## Has a high level of autonomy to make decision for the day-to-day operations of the team.

## Is fully accountable for the performance and quality of service provided by the team.

## Is responsible for dealing with staff issues within the team at the first instance including performance management.

## Refers to the Senior Manager those decisions that require significant change to the overall operation of the EOC.

## Manages assets, financial and human resource issues within the contact centre subject to approved delegation. Facilitates the onboarding of staff and assists in the training and navigation of operational applications within the EOC.

## Reporting line

## The role reports to the Superintendent – Enforcement Coordinator.

## Direct reports

Up to 13 staff members.

## Budget/Expenditure

General financial delegation: $50,000

# Key knowledge and experience

* + Good understanding and ability to comply with departmental policies and practices such as harassment prevention, EEO, EAPS, Code of Ethical Conduct, Work, Health and Safety, Ethical Work Practices, Disability Awareness, and the Aboriginal Cultural Capability Framework.
  + Significant knowledge and/or experience in supporting administrative functions relating to debt collection and recovery management.
  + Knowledge and/or experience in civil procedure, including bankruptcy and insolvency.

# Essential requirements

* + - Qualifications and/or experience in leadership and management or equivalent.

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 and adaptable and respond quickly when situations change  Offer own opinion and raise challenging issues  Listen when ideas are challenged and respond appropriately  Work through challenges  Remain calm and focused in challenging situations | | | Intermediate |
| Personal Attributes logo | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way  Support a culture of integrity and professionalism  Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct  Recognise and report misconduct and illegal and inappropriate behaviour  Report and manage apparent conflicts of interest and encourage others to do so | | | Intermediate |
| Relationships logo | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | Tailor communication to diverse audiences  Clearly explain complex concepts and arguments to individuals and groups  Create opportunities for others to be heard, listen attentively and encourage them to express their views  Share information across teams and units to enable informed decision making  Write fluently in plain English and in a range of styles and formats  Use contemporary communication channels to share information, engage and interact with diverse audiences | | | Adept |
| Results logo | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | * Seek and apply specialist advice when required * Complete work tasks within set budgets, timeframes and standards * Take the initiative to progress and deliver own work and that of the team or unit * Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals * Identify any barriers to achieving results and resolve these where possible * Proactively change or adjust plans when needed | | | Intermediate |
| Results logo | **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Be proactive in taking responsibility and being accountable for own actions  Understand delegations and act within authority levels  Identify and follow safe work practices, and be vigilant about own and others’ application of these practices  Be aware of risks and act on or escalate risks, as appropriate  Use financial and other resources responsibly | | | Intermediate |
| Business Enablers logo | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks  Use available technology to improve individual performance and effectiveness  Make effective use of records, information and knowledge management functions and systems  Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies | | | Intermediate |
| 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 | | | Intermediate |

# 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 | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Intermediate |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| Relationships logo |  |  |  |
| Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
| Work Collaboratively | Collaborate with others and value their contribution | Intermediate |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Intermediate |
| Results logo |  |  |  |
| Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Intermediate |
| Business Enablers logo |  |  |  |
| Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Foundational |
| Project Management | Understand and apply effective project planning, coordination and control methods | Foundational |
| People Management logo |  |  |  |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Foundational |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Foundational |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Foundational |