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| **Portfolio** | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Community Services Statewide Services |
| **Location** | Greater Sydney Metropolitan Area |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | TBA |
| **ANZSCO Code** | 149212 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | 14 September 2016 | **Ref: CSSS 0030** |
| **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

Provide leadership, direction and support to a team/s of professional and administrative staff within a Community Service Centre (CSC). Manage all aspects of the CSC’s operations and build a collaborative team environment to deliver quality services and achieve positive outcomes for the community’s children, young people and families.

# Key accountabilities

* Lead and manage cross-functional and specialised teams of professional and administrative staff to ensure the CSC operates effectively and delivers quality child protection services to the community’s children, young people and families, including services to Aboriginal and Torres Strait Islander people
* Provide leadership and management of all operational aspects of the CSC including human resources, finance, office administration, and monitoring and reporting on the CSC’s performance to ensure delivery of quality services within budget
* Provide professional supervision to Casework Managers on case management practice and support other staff within the CSC to ensure they have the capabilities needed to complete the work and improve the quality of service
* Lead implementation of agreed changes at the front line that aligns operational activities with the corporate and strategic direction of DCJ
* Prepare a range of documentation such as Ministerial Briefings, Parliamentary Questions, Briefing Notes, Management Reports and Questions on Notice in relation to care and protection issues to ensure accurate and timely information is provided to the Director Community Services
* Establish collaborative relationships with community partners and NGOs to integrate service provision at a local level, and enhance the design and viability of the service system
* Develop business plans for the relevant CSC/s in consultation with the Director Community Services and manage expenditure within the established budget constraints to deliver efficient and cost effective services
* Establish and encourage a culture of continuous learning and professional development to ensure practice knowledge and skills are contemporary and evidence-based

# Key challenges

* Managing sensitive and controversial matters relating to client needs, complex cases and systemic issues, within a fluctuating environment driven by economic, political and social influences. This includes providing appropriate advice to senior executives with a short turnaround time
* Keeping up to date on contemporary practice principles in child development, protection and out of home care and ensuring these principles are applied in the operational environment
* Managing teams and relationships across geographically expansive distances for roles located in rural and remote locations

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director Community Services | * Direct supervisor
* Seek direction, advice and support
* Provide information and feedback
 |
| Casework Managers | * Direct report
* Provide professional supervision
* Provide information, advice and guidance
 |
| Caseworkers and other team members of the CSC | * Peers and colleagues
* Provide information, advice and guidance
* Provide an effective and valuable two way liaison
 |
| Casework Specialists, Psychologists, clinical issues consultants, legal officers | * Seek specialist and clinical advice
 |
| Other CSCs | * Maintain strong working relationships
* Facilitate case transfers and ensure continuity of care
* Share knowledge and good practice
 |
| Other DCJ Divisions | * Liaise to ensure the provision of timely and accurate advice when requested
* Develop and maintain effective working relationships
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| **External** |  |
| Children, young people and families | * Ensure quality services are delivered to children, young people and families
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| Carers | * Key clients who provide care for children and young people
 |
| Government and non-government partners | * Collaborate to provide appropriate services for children young people and families
* Work together to enhance the design and viability of the service system
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# Role dimensions

## Decision making

Makes decisions on matters beyond the Casework Manager’s delegation, on complex or controversial cases which may present high risks and/or cases requiring a long term commitment of resources.

The role:

* Sets own priorities and those of any staff/project staff supervised
* Maintains independence to develop a suitable approach in managing a unit/team, allocating resources, determining the conceptual framework towards projects and development of strategic plans
* Has a high level of responsibility for determining appropriate unit/team actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation of unit/team work
* Ensures that unit/team 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

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

## Reporting line

Reports to Director Community Services

## Direct reports

Team/s of Casework Managers and Service Support Managers. The number of direct reports is dependent on size of the district.

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## Budget

Based on the relevant CSC/s budget allocation.

# Essential requirements

* Tertiary qualifications in a Social Work, Social/Behavioural Science, Welfare or related discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.
* Current driver’s licence

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 | * Remain composed and calm and act constructively in highly pressured and unpredictable environments
* Give frank, honest advice in response to strong contrary views
* Accept criticism of own ideas and respond in a thoughtful and considered way
* Welcome new challenges and persist in raising and working through novel and difficult issues
* Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues
 | Advanced |
| Personal Attributes logo | **Value Diversity and Inclusion**Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | * Encourage and include diverse perspectives in the development of policies and strategies
* Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes
* Build and monitor a workplace culture that enables diversity and fair and inclusive practices
* Implement practices and systems to ensure that individuals can participate to their fullest ability
* Recognise the value of individual differences to support broader organisational strategies
* Address non-inclusive behaviours, practices and attitudes within the organisation
* Champion the business benefits generated by workforce diversity and inclusive practices
 | Advanced |
| 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 |
| Relationships logo  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | * Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
* Ensure systems are in place to capture customer service insights to improve services
* Initiate and develop partnerships with customers to define and evaluate service performance outcomes
* Promote and manage alliances within the organisation and across the public, private and community sectors
* Liaise with senior stakeholders on key issues and provide expert and influential advice
* Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
* Ensure that the organisation’s systems, processes, policies and programs respond to customer needs
 | Advanced |
| 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 | * Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
* Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
* Take account of the wider business context when considering options to resolve issues
* Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
* Implement systems and processes that are underpinned by high- quality research and analysis
* Look for opportunities to design innovative solutions to meet user needs and service demands
* Evaluate the performance and effectiveness of services, policies and programs against clear criteria
 | Advanced |
| Business Enablers logo | **Finance**Understand and apply financial processes to achieve value for money and minimise financial risk | * Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures
* Understand the impacts of funding allocations on business planning and budgets
* Identify discrepancies or variances in financial and budget reports, and take corrective action
* Know when to seek specialist advice and support and establish the relevant relationships
* Make decisions and prepare business cases, paying due regard to financial considerations
 | Adept |
| People Management logo | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | * Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
* Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
* Develop work plans that consider capability, strengths and opportunities for development
* Be aware of the influences of bias when managing team members
* Seek feedback on own management capabilities and develop strategies to address any gaps
* Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
* Monitor and report on team performance in line with established performance development frameworks
 | Adept |

# 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 |
| Relationships logo  |  |  |  |
| Work Collaboratively | Collaborate with others and value their contribution | Adept |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | 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 |  |  |  |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| Project Management | Understand and apply effective project planning, coordination and control methods | 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 | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |