

# ROLE DESCRIPTION

## Program Manager – Jacaranda House

<b>Portfolio</b>	Communities and Justice	
<b>Department</b>	Corrective Services NSW (CSNSW)	
<b>Division/Branch/Unit</b>	Security and Custody/Emu Plains Correctional Centre/ Jacaranda Unit	
<b>Location</b>	Emu Plains Correctional Centre	
<b>Classification/Grade/Band</b>	Clerk Grade 11/12	
<b>Role Number</b>	TBC	
<b>ANZSCO Code</b>	139999	
<b>PCAT Code</b>	2119192	
<b>Date of Approval</b>	10 October 2024	<b>Ref: CS0704</b>
<b>Agency Website</b>	<a href="http://www.correctiveservices.dcj.nsw.gov.au">www.correctiveservices.dcj.nsw.gov.au</a>	

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

### Agency overview

Corrective Services NSW (CSNSW) delivers professional correctional services and programs to reduce reoffending and create safer communities. We house remand and sentenced inmates in correctional centres and supervise offenders serving orders in the community.

CSNSW provides reports and advice to courts and releasing/parole authorities and assesses offenders in the community and in custody for relevant interventions to reduce their risks of reoffending. CSNSW works in partnership with other government and non-government justice and human services agencies to support victims, facilitate restorative justice and promote reintegration.

### Primary purpose of the role

Provide strategic leadership and management to coordinate the women’s residential parenting program at Jacaranda Cottages at Emu Plains Correctional Centre.

The role will lead and contribute to an interdisciplinary team who provide case coordination, support and the day to day needs of women and their children in the program, including working with psychology, Community Corrections, Justice Health, non-government and government providers and other rehabilitation/reintegration functions, including working collaboratively with stakeholders around diversion and transitional centres.

### Key accountabilities

- Plan, develop and implement strategic programs to be delivered by researching literature, and advising on appropriate women and children’s programs, services, and support to be delivered within a correctional system.
- Provide strategic leadership in the delivery of professional services that meet the needs and the priorities set out in case management plans for women and their children in the program.
- Lead, and coordinate the application and assessment process for women’s pathways into and

out of Jacaranda Cottages program, alongside a significant number of internal stakeholders and external government and non-government agencies.

- Develop and lead collaborative partnerships with internal and external stakeholders engaged to support the program operations and policy initiatives for women and their children in the program. This includes oversight of Advisory Groups and stakeholder forums.
- Work collaboratively with Security and Custody to develop local procedures and creative solutions to address issues and needs of program participants.
- Develop well-articulated policies and procedural guidelines to support the program management. This may also include preparing and review briefing papers, submissions, discussion papers, responses to information requests and reports regarding best practice, program operations, services, and deliverables.
- Promote and report on the Jacaranda Cottages initiatives in relevant publications and contribute at national and international forums on the developments in this practice field.

### **Key challenges**

- Managing the application and assessment process for women seeking to participate in the program, and their complex needs.
- Managing and navigating the expectations of a diverse and large number of stakeholders in order to improve outcomes for women and their children, many of which have competing needs and priorities.
- Cultivating contemporary workplace cultural norms and utilising highly effective human relations and team building skills to foster and maintain effective teams in a unique environment.
- Implementing continuous improvement of services and support to women and their children in the program in a context of the custodial environment with a reintegration focus.

## Key relationships

Who	Why
<b>Internal</b>	
Manager Of Security (MOS)	<ul style="list-style-type: none"> <li>• Collaboration regarding operational outcomes, service delivery, service access and daily routines</li> <li>• Collaboration to resolve issues and manage risks.</li> <li>• For leadership, guidance, reporting and assistance.</li> </ul>
Other Service Integration roles (Senior Managers, Managers, Team Leaders)	<ul style="list-style-type: none"> <li>• For guidance and support regarding planning, operational challenges, and decisions.</li> <li>• Procedure consistency and support toward achieving performance outcomes.</li> </ul>
Strategic Partnerships Directorate (Director, Principal Advisor Women, Child Protection Coordination and Support Unit, Strategic Partnerships Team, Aboriginal Strategy Directorate)	<ul style="list-style-type: none"> <li>• For regular collaboration, guidance, two-way feedback, and support from areas across the Directorate.</li> <li>• Developing strong relationships and understanding of strategic policy and relevant partnerships and their application in the correctional setting.</li> </ul>
Women's Advisory Unit	<ul style="list-style-type: none"> <li>• For regular collaboration, guidance, two-way feedback, and support from areas across the Directorate.</li> <li>• Developing strong relationships and understanding of strategic policy and relevant partnerships and their application in the correctional setting.</li> </ul>
Local Managers, Peers	<ul style="list-style-type: none"> <li>• Coordinate projects, correspondence, and responses to requests for information.</li> <li>• Build a shared sense of understanding regarding policy, systems, processes, protocols and outcome expectations.</li> <li>• Monitor service delivery, negotiate satisfactory outcomes and provide coaching and support as required.</li> </ul>
Direct reports (SAPO, Psychologist)	<ul style="list-style-type: none"> <li>• For leadership and feedback on performance of duties to develop capability.</li> <li>• To provide guidance and supervision of practice and operational deliverables.</li> </ul>
Corporate Services (Shared Services, Human Resources, Finance, Procurement, Information Technology)	<ul style="list-style-type: none"> <li>• Advice and support.</li> <li>• Processing, reports, access to and update of corporate system information.</li> <li>• Partnering arrangements (for services such as recruitment).</li> </ul>
Other CSNSW directorates	<ul style="list-style-type: none"> <li>• Common purpose collaboration, support, and information.</li> <li>• Collaborate toward seamless service provision.</li> </ul>
<b>External</b>	
Industry Stakeholders, NGOs and/or other Agencies and providers, including Local Aboriginal Land Councils and Elders	<ul style="list-style-type: none"> <li>• Represent and participate in forums, groups, and meetings with key stakeholders.</li> <li>• Leverage and negotiate arrangements that are of value to services and/or the program, benefit women and their children and enhance successful reintegration.</li> <li>• Work with partnered and contracted providers to provide suitable, timely and cost-effective services.</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>• Share information relevant to policy, programs, and services</li> <li>• Aboriginal cultural support to link Aboriginal offenders with access to enhanced case management and employment opportunities in communities.</li> <li>• Review and provide strategic and operational oversight to Partnership Agreements and MOU's with a range of stakeholders.</li> </ul>
Justice Health	<ul style="list-style-type: none"> <li>• Facilitate access to women in the program to ensure their health needs are met.</li> <li>• Work collaboratively and where appropriate, share information to meet goals set in case plans and management plans regarding health and wellbeing.</li> <li>• Work in partnership to bring other health professionals into the program to work with women and their children on the program.</li> </ul>
Women, Children and their families	<ul style="list-style-type: none"> <li>• Promote the benefits for engaging in the program and ensure all decision making aligns to a child centred principle.</li> </ul>

## Role dimensions

### Decision making

Works with minimal supervision and exercises a range of offender, staff management, administrative and financial delegations, within the provisions of the respective Delegations Manual, DCJ and CSNSW policies and procedures. Analyses and evaluates issues, using sound judgement, sound business acumen, discretion, and initiative. The role has substantial autonomy in the day-to-day decisions concerning the operation of the program, in consultation with the Manager of Security.

Exercises discretion in handling confidential and sensitive information and applies high standards of governance.

This role applies and operates within a DCJ Financial Delegation regarding budgetary decisions and responsibilities.

### Reporting line

The role reports to the Manager of Security (Security and Custody).

### Direct reports

The role has up to 8 direct reports.

### Budget/Expenditure

Nil.

## Key knowledge and experience

- Extensive experience in leading and working in interdisciplinary teams, negotiation, service delivery and managing to deliver on performance outcomes.
- Knowledge and understanding of child protection legislation and its application operationally to protect children and young people.
- Demonstrated experience in working with complex cohorts and playing a key case management or case coordination role to work collaboratively to support clients (and families) reach their full potential.
- Previous experience working in partnership with Aboriginal and Torres Strait Islander organisations, internal and external teams and clients to address the unique needs facing First Nations women and their children who will be on the program.
- Demonstrated experience in developing and implementing a holistic and trauma informed practice model for children and/or mothers/kin, including assessment and program management.

## Essential requirements

- Tertiary qualifications in a relevant field combined with relevant experience and/or extensive relevant experience in a similar setting.
- Current NSW Drivers licence and willingness to drive a Departmental vehicle to perform the role.
- Must be available to attend the centre in accordance with operational guidelines as required (for example in emergency situations).

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](#) 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	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	Advanced
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audience and test levels of understanding.</li> <li>• Translate technical and complex information clearly and concisely for diverse audience.</li> <li>• Create opportunities for others to contribute to discussion and debate.</li> <li>• Contribute to and promote information sharing across the organisation.</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints.</li> <li>• Explore creative ways to engage diverse audiences and communicate information.</li> <li>• Adjust style and approach to optimise outcomes.</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats.</li> </ul>	Advanced

## FOCUS CAPABILITIES



Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Relationships</p>	<p><b>Work Collaboratively</b> Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams.</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions.</li> <li>• Network extensively across government and organisations to increase collaboration.</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced
 <p>Results</p>	<p><b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcome.</li> <li>• Drive a culture of achievement and acknowledge input from others.</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods Investigate and create opportunities to enhance the achievement of organisational objectives.</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined.</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets.</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively.</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Results</p>	<p><b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> <li>• Research and apply critical thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence.</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience.</li> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience.</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience.</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness.</li> <li>• Identify and share business process improvements to enhance effectiveness.</li> </ul>	Adept
 <p>Business Enablers</p>	<p><b>Finance</b> Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> <li>• Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures.</li> <li>• Understand the impacts of funding allocations on business planning and budgets.</li> <li>• Identify discrepancies or variances in financial and budget reports and take corrective action.</li> <li>• Know when to seek specialist advice and support and establish the relevant relationships.</li> <li>• Make decisions and prepare business cases, paying due</li> </ul>	Adept






## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	regard to financial considerations <ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes.</li> <li>• Recognise talent, develop team capability, and undertake succession planning.</li> <li>• Coach and mentor staff and encourage professional development and continuous learning.</li> <li>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation.</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced
		<b>Inspire Direction and Purpose</b> Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders.</li> <li>• Translate broad organisational strategy and goals into tangible team goals and explain the links for the team.</li> <li>• Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders.</li> <li>• Work to remove barriers to achieving goals</li> </ul>



## 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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
	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	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	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

## COMPLEMENTARY CAPABILITIES

Capability Group/Sets	Capability Name	Description	Level
 Business Enablers	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	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