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| **Portfolio** | Communities and Justice  |
| **Department** | Corrective Services NSW (CSNSW) |
| **Division/Branch/Unit** | Community, Industry & Capacity |
| **Location** | Sydney |
| **Classification/Grade/Band** | PSSE Band 2 |
| **Senior Executive Work Level Standards:** | Service / Operational Delivery |
| **Role Number** | TBA |
| **ANZSCO Code** | 111211 |
| **PCAT Code** | 2111392 |
| **Date of Approval** | 19 October 2022 | **Ref: B2/0036** |
| **Agency Website** | www. correctiveservices.dcj.nsw.gov.au |

***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 expertise, leadership and direction for the manufacturing and service industries arms of CSNSW, ensuring inmate labour and staff are appropriately trained and qualified, and industry, education and trade connections are purposeful and support the provision of accredited vocational and educational training for inmates in accordance with CSNSWs strategic plan and government objectives.

**Key accountabilities**

* Provide strategic advice and support to the Commissioner and the Deputy Commissioner, Community, Industry and Capacity on the technical, developmental, functional, financial and operational performance aspects of the Work and Education portfolio.
* Oversight the commercially operated manufacturing and service industries and the inmate education and vocational training accredited programs and initiatives for inmate educational, skills enhancement and employment opportunities.
* Lead and direct the development of new corrections manufacturing and service industries, including the product quality assurance in a sensitive and neutrally competitive manner, not to unreasonably impact on, or cause conflict with employment of people in the community.
* Lead and direct the maximisation of inmate skills and educational levels through accredited vocational and educational programs to improve chances of inmates securing sustained employment upon release to contribute to reduced risk of re-offending.
* Instigate the identification and development of innovative ways to enhance business opportunities for providing continuous markets for corrections industries for greater revenue generation; reduced reliance on imports by the local manufacturers; self-reliance through indigenously developed production and service delivery models, particularly in the fields with a shortage of relevant skills.
* Represent Community, Industry and Capacity in internal and external negotiations and ensure the services, performance and outcomes of all providers (whether public or private) are integrated and fully aligned with CSNSWs strategic plan and priority of reducing reoffending.
* Instigate in conjunction with stakeholders, development and prototyping of new products / initiatives (that have the potential to be patented internationally and marketed to other correctional jurisdictions and commercial markets) for enhancing the security of correctional centres and / or inmates.
* Liaise, communicate and participate extensively with community groups and private sector industries to minimise conflict in relation to competitive market shares and interests.
* Provide strategic procurement leadership in relation to contract management and the procurement of goods and services to ensure organisational objectives and agreed outcomes are achieved.
* Ensure compliance with Work Health & Safety legislation for all people at Work and Education sites, and coordinate the provision of specific signage, direction, training, dissemination of information and processes that would assist in the optimum compliance with the WHS legislation, strategies and principles.
* Direct and administer the business planning, budgetary, financial and change management strategies and processes for the effective functioning of the Work and Education portfolio.
* Advancing a rehabilitative culture of safety, respect, staff engagement and innovation, consistent with the values of the Department.
* Contribute, as a member of CSNSW senior executive, to strategic program delivery expertise at both agency and cluster levels, to ensure that delivery plans are informed by high quality service transformation strategy advice, including actively participating in key strategic and capital investment decisions.
* Manage the budget and resources to ensure they are effectively allocated while meeting the objectives of CSNSW and Government.

# Key challenges

* Leading operations in the context of externalities causing system shocks; modifying strategies to maintain optimum levels of inmate employment and education, whilst ensuring that objectives are achieved.
* Maintaining industry links and viable production volumes while balancing a neutrally competitive profile.
* Managing risk and performance associated with correctional centre environment changes, while still maintaining the safety and security of people in custody and staff.
* Building support, commitment and confidence of key stakeholders, non-government organisations, lobby groups and the community, to work collaboratively to reduce reoffending and enhance reintegration opportunities, given the complexity, sensitive nature of the issues, competing demands and expectations of stakeholders.

# Key relationships

| Who | Why |
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| **Internal** |  |
| Commissioner | * Pro-actively advise on key media, risk and performance matters
* Provide strategic, accurate, high quality and timely information and act on direction.
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| CSNSW Executive | * Participate in meetings and provide expert advice and recommendations in the area of expertise.
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| Deputy Commissioner, Community, Industry & Capacity | * Seek guidance and provide strategic advice in relation to Work and Education for existing and proposed new ventures
* Consult and report on outcomes against the Strategic Plan and reducing reoffending.
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| Direct Reports | * Provide leadership and guidance, foster ongoing professional development
* Lead a professional, cooperative and productive workplace
* Encourage innovation, improved practices and high-quality analysis
* Provide clear guidance on tasks and deadlines
* Monitor and review individual performance and foster individual skills development.
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| Other key stakeholders | * Consult with stakeholders to manage expectations and outcomes.
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| **External** |  |
| Corporate  | * Seeking and acting on Legal and workplace safety advice
* Assisting in procurement and market testing activities.
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| Other Government and non- Government stakeholders | * Build and maintain strong working relationships with other stakeholder NSW Government agencies to minimise risk and achieve cross agency collaboration and information sharing
* Build constructive relationships with relevant industry providers and peak bodies.
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| Justice and immediate key stakeholders | * Liaison and collaboration with stakeholders (such as TAFE, NGOs, health providers and contracted providers) to ensure that services are complementary and support the standards needed to operate effectively.
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# Role dimensions

## Decision making

The role:

* Represents CSNSW in market and non-market negotiations of significant strategic, financial and operational value, which directly relate to the delivery and quality of employment and education.
* In collaboration with Strategy & Governance and Custodial Corrections Branches, make Overseer and Education workforce deployment decisions that complement the achievement of KPIs and people in custody and staff being in a safe and secure environment.
* Decides on performance parameters and performance outcomes expected of internal and external providers and initiates remedial action.

## Reporting line

## The role reports to the Deputy Commissioner, Community, Industry & Capacity.

## Direct reports

The role has up to 7 direct reports

## Budget/Expenditure

## Oversights a budget of approximately $110m

General Financial limit of $5m.

# Key knowledge and experience

* Extensive Senior Management / Executive level knowledge and experience in negotiating and managing service providers and a large and dispersed workforce.
* Experience in managing multiple projects having interdependencies, of varying complexity and of considerable scale and scope, in a complex environment.
* Experience or knowledge of commercial market and business operations and their application in various environments, involving a large number and range of stakeholders.

# Essential requirements

A current driver’s licence and willingness to drive and travel for work purposes.

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 |
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| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Personal Attributes logo | **Value Diversity**Show respect for diverse backgrounds, experiences and perspectives | * Create and drive a culture where all staff value diversity of people, experiences and backgrounds
* Use diversity to foster innovation, drive change across the organisation and leverage business outcomes
* Develop and promote integrated workplace diversity principles across the organisation
* Champion the business benefits generated by workforce diversity
* Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability
 | Highly Advanced |
| Relationships logo  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | * Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences
* Speak in a highly articulate and influential manner
* State the facts and explain their implications for the organisation and key stakeholders
* Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations
* Anticipate and address key areas of interest for the audience and adapt style under pressure
 | Highly Advanced |
| Relationships logo  | **Work Collaboratively**Collaborate with others and value their contribution | * Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
* Publicly celebrate the successful outcomes of collaboration
* Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
* Identify and overcome barriers to collaboration with internal and external stakeholders
 | Highly Advanced |
| Relationships logo  | **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | * Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
* Use sound arguments, strong evidence and expert opinion to influence outcomes
* Determine and communicate the organisation’s position and bargaining strategy
* Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
* Achieve effective solutions when dealing with ambiguous or conflicting positions
* Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
* Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
 | Highly Advanced |
| Results logo | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | * Drive a culture of achievement and acknowledge input of others
* Investigate and create opportunities to enhance the achievement of organisational objectives
* Make sure others understand that on-time and on-budget results are required and how overall success is defined
* Control output of business unit to ensure government outcomes are achieved within budget
* Progress organisational priorities and ensure effective acquisition and use of resources
* Seek and apply the expertise of key individuals to achieve organisational outcomes
 | Advanced |
| Results logo | **Think and Solve Problems**Think, analyse and consider the broader context to develop practical solutions | * Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement
* Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues
* Identify and evaluate organisation-wide implications when considering proposed solutions to issues
* Apply lateral thinking and develop innovative solutions that have long standing, organisation wide impact
* Ensure effective governance systems are in place to guarantee quality analysis, research and reform
 | Highly Advanced |
| Results logo | **Demonstrate Accountability**Be responsible for own actions, adhere to legislation and policy and be proactive to address risk | * Design and develop systems to establish and measure accountabilities
* Ensure accountabilities are exercised in line with government and business goals
* Exercise due diligence to ensure work health and safety risks are addressed
* Oversee quality assurance practices
* Model the highest standards of financial probity, demonstrating respect for public monies and other resources
* Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks
* Incorporate sound risk management principles and strategies into business planning
 | 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 a knowledge of relevant recurrent and capital financial measures
* Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions
* Understand and apply financial audit, reporting and compliance obligations Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate
* Seek specialist advice and support where required Make decisions and prepare business cases paying due regard to financial considerations
 | Adept |
| People Management logo | **Inspire Direction and Purpose**Communicate goals, priorities and vision, and recognise achievements | * Champion the organisational vision and strategy, and communicate the way forward
* Create a culture of confidence and trust in the future direction
* Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation
* Communicate the parameters and expectations surrounding organisational strategies
* Celebrate organisational success and high performance, and engage in activities to maintain morale
 | Highly Advanced |
| People Management logo | **Manage reform and Change**Support, promote and champion change, and assist others to engage with change | * Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
* Assist others to address emerging challenges and risks and generate support for change initiatives
* Translate change initiatives into practical strategies and explain these to staff and their role in implementing them
* Implement structured change management processes to identify and develop responses to cultural barriers
 | Advanced |

This role also utilises the Procurement Professionals Capability Set. The capability set is available at [www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/procurement-capability-set](http://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/procurement-capability-set)

# 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 |
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| **Capability Group/Sets** | **Capability Name** | **Description** | **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 | Advanced |
| Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Highly Advanced |
| Relationships logo  |  |  |  |
| Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Business Enablers logo |  |  |  |
| 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 | Highly Advanced |
| People Management logo |  |  |  |
| Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Highly Advanced |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |

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| **Complementary Occupation Specific Capabilities** |

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| Procurement logo | **Capability name** | **Description** | **Level** |
| Commercial Negotiation | Plan, conduct and analyse the outcomes of commercial negotiations to achieve business objectives | Level 4 |
| Procurement Risk Management | Identify, assess and mitigate procurement risks | Level 4 |