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| **Cluster** | Stronger Communities  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Corrective Services NSW (CSNSW)/ Community, Industry & Capacity  |
| **Location** | Various |
| **Classification/Grade/Band** | Band 1 |
| **Senior Executive Work Level Standards:** | Service/Operational Delivery |
| **Role Number** | TBA |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | 19 October 2022 | **Ref: B1/0196** |
| **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

Lead and direct operations within a designated District as part of Community Corrections integrated and high performance framework to reduce re-offending and enhance community safety.

Contribute to the delivery of the Corrective Services NSW Strategic and/or Business Plan and the Community Corrections Vision Statement.

# Key accountabilities

* Lead, manage, guide and support managers in their operations and service delivery including planning, problem solving and culture change.
* Ensure that all resources within the designated District are managed efficiently and on budget, in order to deliver high quality operational services, programs and other initiatives to maximise reductions in re-offending.
* Ensure the community-based supervision of offenders is conducted in accordance with relevant legislation, policy and operating procedures, and delivered with consistency in the interests of community safety.
* Ensure the high performance, accountability and professional development of managers in their operational and administrative responsibilities.
* Co-ordinate and co-operate with internal and external stakeholders to maintain and improve service delivery, or implement changes, initiatives or reforms.
* Identify opportunities for improvement in the management and delivery of services and programs, and provide executive level advice on how to ensure best practice within Community Corrections.
* Provide executive level advice on the operation of the District, emerging issues or complex problems, including major/critical incidents and ensure the implementation of remedial actions from critical incident reviews.
* Contribute to the overall management of Community Corrections by engaging in business and strategic planning, and taking part in projects and working groups and other organisational or agency-wide activities.

# Key challenges

* Managing the diversity and complexity of Community Corrections services and responsibilities given the related legal, policy and procedural settings.
* Improving Community Corrections standards and services within budget and resource limits.
* Managing competing interests and priorities given the position operates (i) in regional areas of the state and (ii) in a high risk and political environment.
* Effectively communicating, internally and externally, on the management of offenders in the community.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Assistant Commissioner | The operation, performance and governance of the District. Critical issues and problems. Strategic/Business planning and delivery.  |
| Community Corrections Managers | Leadership, guidance, management and support. Assurance, performance, accountability and oversight. |
|  Community Corrections Directors | Strategic/Business planning and delivery. Problem solving. Performance and governance. |
| Operations Performance Review Branch | Compliance reviews. Performance standards and KPIs. |
| Department of Communities and Justice representatives | Community Corrections and other Justice developments and issues. |
| **External** |  |
| Non-government organisations, and government organisations including NSW Police, Housing NSW and Department of Health | Service delivery and strategies to reduce re-offending.   |
| Sentencing/releasing authorities | Timely and quality advice on the work of Community Corrections. |

# Role dimensions

## Decision making

The role leads, manages, governs and oversees the overall operation and performance of a designated District. This includes operations, programs, and administration. The position holds a range of authorised operational, financial and administrative delegations for the given District.

The role is required to make complex decisions on the management of high-risk offenders.

The role is required to make decisions on the allocation and use of resources within the District.

## Reporting line

The role reports to the Assistant Commissioner, Community Corrections.

## Direct reports

The role has up to 10 direct reports.

## Budget/Expenditure

Dependent on District budget allocation.

Director Hunter $ 26,368,562

Director North $ 24,970,374

Director South $ 23,599,737

Director West $ 18,387,484

Director Metropolitan East $ 35,062,972

Director Metropolitan West $ 30,757,845

# Key knowledge and experience

# Thorough knowledge and understanding of the criminal justice system and contemporary best practice in offender management and correctional issues within community and correctional settings

# Essential requirements

Current driver’s license and preparedness to drive a vehicle in the course of performing the role.

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 | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | * Champion and model the highest standards of ethical and professional behaviour
* Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations
* Set, communicate and evaluate ethical practices, standards and systems and reinforce their use
* Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports
* Act promptly and visibly to prevent and respond to unethical behaviour
 | Highly Advanced |
| Relationships logo  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | * Present with credibility, engage diverse audiences and test levels of understanding
* Translate technical and complex information clearly and concisely for diverse audiences
* Create opportunities for others to contribute to discussion and debate
* Contribute to and promote information sharing across the organisation
* Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
* Explore creative ways to engage diverse audiences and communicate information
* Adjust style and approach to optimise outcomes
* Write fluently and persuasively in plain English and in a range of styles and formats
 | Advanced |
| 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 |
| Relationships logo  | **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | * Influence others with a fair and considered approach and present persuasive counter-arguments
* Work towards mutually beneficial ‘win-win’ outcomes
* Show sensitivity and understanding in resolving acute and complex conflicts and differences
* Identify key stakeholders and gain their support in advance
* Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise
* Anticipate and minimise conflict within the organisation and with external stakeholders
 | Advanced |
| Results logo | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | * Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
* Create a culture of achievement, fostering on-time and on- budget quality outcomes in the organisation
* Identify, recognise and celebrate success
* Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes
* Identify and remove potential barriers or hurdles to achieving outcomes
* Initiate and communicate high- level priorities for the organisation to achieve government outcomes
 | Highly Advanced |
| 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 | * Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management
* Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound
* Assess relative cost benefits of various purchasing options
* Promote the role of sound financial management and its impact on organisational effectiveness
* Obtain specialist financial advice when reviewing and evaluating finance systems and processes
* Respond to financial and risk management audit outcomes, addressing areas of non- compliance in a timely manner
 | Advanced |
| People Management logo | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | * Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning
* Drive executive capability development and ensure effective succession management practices
* Implement effective approaches to identify and develop talent across the organisation
* Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences
* Drive a culture of high performance and ensure performance issues are addressed as a priority
 | Highly Advanced |
| People Management logo | **Inspire Direction and Purpose**Communicate goals, priorities and vision, and recognise achievements | * Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
* Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
* Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
* Create opportunities for recognising and celebrating high performance at the individual and team level
* Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges
 | Advanced |
| People Management logo | **Manage Reform and Change**Support, promote and champion change, and assist others to engage with change | * Clarify the 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 |

# 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 |  |  |  |
| Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| Relationships logo  |  |  |  |
| Work Collaboratively | Collaborate with others and value their contribution | Advanced |
| Results logo |  |  |  |
| Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | 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 | Adept |
| Project Management | Understand and apply effective project planning, coordination and control methods | Adept |
| People Management logo |  |  |  |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |