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| **Cluster** | Stronger Communities | |
| **Department** | Department of Communities and Justice | |
| **Division/Branch/Unit** | Youth Justice | |
| **Location** | Sydney | |
| **Classification/Grade/Band** | Band 1 | |
| **Senior Executive Work Level Standards:** | Work Contribution Stream: Service/Operational Delivery | |
| **Role Number** | TBA | |
| **ANZSCO Code** | 139999 | |
| **PCAT Code** | 2119192 | |
| **Date of Approval** | 12 November 2019 | **Ref: B1/0220** |
| **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 a multidisciplinary portfolio in the development, implementation and evaluation of contemporary criminogenic practice and youth justice operating standards. This includes, overseeing the development, review and implementation of policy, programs and procedure across Youth Justice services.

The role also oversees quality assurance of operations and contributes to the development of the service system while providing authoritative advice regarding operational implications of reform to create an organisational culture that responds, adapts and adjusts to change to meet future challenges.

# Key accountabilities

* Lead the development and implementation of contemporary evidence based best practice to support the efficient and effective delivery and ongoing evaluation of youth justice services in NSW. This includes the full spectrum of services and functions: diversion, early intervention, community based services, programs and interventions, youth conferencing, countering violent extremism, case management, custodial operations and psychological services.
* Lead the development and implementation of practice, policy, operational standards and procedures, and actively contribute to reform agenda/s including the provision of authoritative advice on operational implications of reforms, to ensure Youth Justice service standards and operations comply with the complex legislative framework, contributes to child safe practice, reduced reoffending, enhanced reintegration outcomes, and Departmental and Government priorities and objectives are achieved.
* Oversee the operational training function ensuring fit-for-purpose training solutions for Custody and Community operations.
* Oversee the Bail Assistance Line (BAL) which provides an after-hours service (4pm to 3am, 365 days a year) to reduce youth in detention and ensure young people remain in the community with minimal disruption to relationships, education or employment.
* Oversee all Youth Justice Psychological Services, which consist of a central team (responsible for clinical supervision and professional development of Psychologists), and the framework of psychological assessment, intervention, and therapeutic services to young people.
* Oversee the development, review and implementation of Countering Violent Extremism policy, programs and procedures, ensuring frontline management and staff have the necessary tools to identify and respond effectively to risk and share information amongst staff, Community and other Government agencies.
* Drive quality assurance systems for state-wide operations covering criminogenic risk assessment, casework interventions, program design and psychological services for Youth Justice
* Determine operational priorities, strategies, goals, standards and performance measures to meet the Divisional goals of reduced over-representation of Aboriginal young people in contact with the Youth Justice system in NSW.
* Lead YJNSW operational relationships with service partners including Justice Health, Education, and the Children’s Court to enhance the holistic services provided to young people in contact with the criminal justice system.

# Key challenges

* Anticipating, responding to barriers and change to effectively implement best (child safe) practice and quality assurance framework and policies.
* Embracing change and innovation and continuously developing and improving operational standards whilst maintaining high levels of efficiency and minimal impact on Youth Justice services and programs.
* Critically analysing highly complex and politically sensitive issues and concerns affecting practice and policy outcomes to develop logical, practical and well-balanced practice and policy options and solutions.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive Director Youth Justice | * Engage, collaborate, and provide strategic advice as a subject matter expert on policy frameworks and development, providing strategic policy advice and recommendations to support organisational decisions and initiatives * Support professional development priorities and mobility of professional staff across the Cluster and sector more generally to build and strengthen policy capability * Preparation of advice to the Minister |
| Executives | * Provide expert advice and contribute to decision making * Identify emerging issues/risks and their implications and propose solutions |
| Direct Reports | * Lead, guide, and support * Set performance expectations and manage team performance and development |
| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues |
| Community/Industry/Client Stakeholders | * Facilitate relationships with key client/community and/or industry stakeholders to ensure that policy and services meet current and evolving needs and expected service delivery standards |
| Australian youth justice practitioners, Australian and New Zealand jurisdictions and international researchers, experts and practitioners. | * Build and sustain strong relationships * Information sharing |

# Role dimensions

## Decision making

## The role determines projects aligned current and emerging needs of Youth Justice operations and service delivery.

## The role identifies and critically analyses emerging and politically sensitive issues through research and networking and conceptualising their impact on Youth Justice operations.

## The role makes authoritative, strategic evidence-based advice and substantiated recommendations to the Executive Director, Secretary and Minister regarding the need for policy review and / or development.

## Reporting line

## The role reports to the Executive Director Youth Justice

## Direct reports

The role has 7 direct reports

## Budget/Expenditure

Nil

# Key knowledge and experience

* Thorough understanding of contemporary and emerging environmental and social issues facing youth in custody, community programs and conferencing.
* Significant knowledge of Machinery of Government to engage government and cabinet on legislative changes or reviews and interpret complex legislation and how it is applied in practice.

# Essential requirements

* Required to be on a “Duty Director” rotating weekend roster to oversee all centres across the state, this may require travel at short notice.

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 | |
| Relationships logo | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | * Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes * Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice * Ensure that responsiveness to customer needs is central to the organisation’s strategic planning processes * Set overall performance standards for service delivery across the organisation and monitor compliance | | | | 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 | |
| Results logo | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | * Establish and promote a culture that encourages innovation and 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 a long-lasting, organisation-wide impact * Ensure effective governance systems are in place to guarantee quality analysis, research and reform | | | | Highly Advanced | |
| Business Enablers logo | **Project Management**  Understand and apply effective planning, coordination and control methods | * Prepare and review project scope and business cases for projects with multiple interdependencies * Access key subject-matter experts’ knowledge to inform project plans and directions * Design and implement effective stakeholder engagement and communications strategies for all project stages * Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning * Develop effective strategies to remedy variances from project plans and minimise impact * Manage transitions between project stages and ensure that changes are consistent with organisational goals * Participate in governance processes such as project steering groups | | | | Advanced | |
| People Management logo | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | * Refine roles and responsibilities over time to achieve better business outcomes * Recognise talent, develop team capability and undertake succession planning * Coach and mentor staff and encourage professional development and continuous learning * Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation * Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | | | | 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 |  |  |  |
| 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 | Advanced |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| Relationships logo |  |  |  |
| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results logo |  |  |  |
| Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| 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 |  |  |  |
| Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
| 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 |
| 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 | Advanced |