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| **Portfolio**  | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Law Reform & Legal Services / Policy Reform & Legislation |
| **Location** | Sydney |
| **Classification/Grade/Band** | Senior Executive Band 1 |
| **Senior Executive Work Level Standards:** | Policy |
| **Role Number** | This Role Description covers several positions:*Director Civil Justice Vulnerable Communities & Inclusion* (50002422)*Director Courts Access to Justice & Regulatory* (50002419)*Director Law Enforcement & Crime* (50016118) *Director Policy Reform & Legislation* (50007825) |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | 25 June 2021  | **Ref: B1/0032** |
| **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

Provides professional and organisational leadership in the development, implementation and evaluation of strategic policy frameworks and responds to Government’s key policy and legislative priorities for DCJ and the Stronger Communities Cluster.

The Director provides expert strategic advice to the Executive Director, Deputy Secretary and Secretary on key elements of law reform, leads the development of major strategy to design and implement cluster Minister legislative priorities. It also provides advice on current, evolving or emerging policy issues to facilitate executive decision-making.

# Key accountabilities

* Lead the development, evaluation and implementation of cluster wide strategies in line with legislative priorities of the Government, Department and Cluster.
* Provide comprehensive advice on a range of key stronger community cluster policy priorities.
* Manage law and major process reforms to ensure targeted strategies can be implemented quickly and manages ongoing review and reform of major legislation.
* Participate in and contribute to strategic and business planning processes, aligning policy review and development priorities and resources to support organisational objectives and outcomes.
* Establish and sustain effective working relationships with senior policy professionals and key stakeholders across the cluster and the public sector; more generally to optimise engagement, consultation, negotiation and facilitation of policy alignment, implementation, and responses.
* Identify, evaluate, and critically analyse highly complex and politically sensitive issues and concerns affecting policy outcomes to deliver evidence-based decision making and develop logical, practical, and well-balanced policy resolutions.

# Key challenges

* Managing a highly diverse, specialised, and complicated portfolio of responsibilities in an agile team environment, engaging, and negotiating with a diverse range of stakeholders with competing views and interests.
* Anticipate, respond to, and mitigate impediments to effective implementation of policies, particularly where implementation is controlled by other agencies within the cluster or across the public sector.
* Identify, understand, and mitigate risks and potential negative perceptions and consequences of policy intent and/or outcomes within a diverse and complex socio-political context.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Secretary | * Act as subject matter expert on legal policy frameworks and development, providing strategic policy advice and recommendations to support organisational decisions and initiatives.
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| Cluster Ministerial offices | * Liaise with and maintain and effective working relationship with Ministerial staff.
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| Cluster Policy Executives | * Engage with senior policy executives within the DCJ and at the cluster level participating in the development of cluster-wide policy and initiatives, including in NSW Police, Office of the DPP and the Legal Aid Commission.
* Support professional development priorities and mobility of professional staff across the cluster and sector more generally to build and strengthen policy capability.
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| Division Executive | * Engage with the Executive Director & Deputy Secretary to ensure that policy review and implementation is effectively informed.
* Provide expert policy advice to impact decisions, support initiatives, identify implementation risks or barriers and incorporate feedback into the policy development process.
* Contribute to the positive management of the Policy, Reform and Legislation and Strategy Branch as a key member of the executive management team.
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| Policy team | * Provide leadership, guidance and support to a Policy team.
* Set performance requirements, quality standards and manage team performance and development.
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| **External** |  |
| Other NSW Government Directors, Policy | * Establish professional networks and relationships with Directors of Policy across NSW Government, and with similar roles across other jurisdictions to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues.
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| Other Stakeholders | * Foster effective proactive relationships with other stakeholders, in particular community and/or industry groups, including Legal Stakeholders, and the judiciary, for whom policy impacts are most critical.
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# Role dimensions

## Decision making

This role will be responsible for the development of strategies and frameworks aimed to respond to issues and trends impacting the Stronger Communities cluster.

## Reporting line

This role reports directly to the Executive Director Policy Reform and Legislation.

## Direct reports

Up to five (5) direct reports.

## Budget/Expenditure

TBC

# Essential requirements

Must hold Lawyers Qualification, have a sound understanding of the justice system, applied knowledge and experience in managing major project including people management.

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  | * 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 decision and prepare business cases, paying due regard to financial consideration
* promptly and visibly to prevent and respond to unethical behaviour
 | Advanced |
| Personal Attributes logo | **Manage Self**Show drive and motivation, an ability to self-reflect and a commitment to learning | * Act as a professional role model for colleagues, set high personal goals and take pride in their achievement
* Actively seek, reflect and act on feedback on own performance
* Translate negative feedback into an opportunity to improve
* Take the initiative and act in a decisive way
* Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation
 | 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  | **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 compliance
 | 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 | * Seek and apply the expertise of key individuals to achieve organisational outcomes
* Drive a culture of achievement and acknowledge input from others
* Determine how outcomes will be measured and guide others on evaluation methods
* 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 business unit output to ensure government outcomes are achieved within budgets
* Progress organisational priorities and ensure that resources are acquired and used effectively
 | 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 |
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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 |
| 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 |  |  |  |
| Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| 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 |