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| **Portfolio**  | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Youth Justice NSW / Community |
| **Location** | Operations |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | 50012538, 50012542, 50012543, 50012540, 50012541, 50012544, 50012546, 50012539, 50012547, 50012549, 50012548, 50012550, 50012554, 50012545, 50012552, 50012553, 50012551 |
| **ANZSCO Code** | 134214 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | 31 July 2015 | **Ref: YJ 0080** |
| **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

Manage, plan and co-ordinate the allocation and application of resources within a large youth justice community operation to achieve the highest level of service/program delivery in accordance with relevant legislation, departmental policy, procedures and standards.

Deliver a quality service through the effective management of community based programs, youth justice conferencing scheme and funded services at the Area level within the Region. Contribute to the reduction of re-offending of juvenile offenders and enhance their functioning and/or reintegration into the community, and increase community safety.

# Key accountabilities

* Provide high level leadership and management to a large multidisciplinary team to achieve the required service delivery outcomes.
* Delivered objectives within timeframes, budget and quality standards within a complex child protection framework.
* Develop and implement business operational plans, including financial budgets, which facilitate the achievement of government and corporate objectives and targets.
* Implement processes to monitor and evaluate the quality of services and programs to ensure high quality delivery according to the identified risks and underpinning offence related needs of the client.
* Provide expert advice, both technical and professional to staff, senior executives and external organisations on service delivery best practice standards.
* Manage the complex business requirements related to high volume service delivery to a diverse client base.

# Key challenges

* Managing a high number of young offenders with multiple and complex needs and issues while ensuring service delivery outcomes within tight timeframes and budgets, effectively and efficiently in the potentially volatile environment of youth crime.
* Ensuring that resources are targeted appropriately to ensure young offenders are managed within policy and legislation to contribute to community safety standards.
* Managing all aspects of the Joint Support Program (JSP) to maintain effective working relationships and deliver quality outcomes to young people.
* Maintaining current knowledge of research outcomes, best practice models and emerging issues and trends in a dynamic environment.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive Management | Providing expert advice on community youth justice issues. |
| Regional Director | For reporting, leadership, guidance, support. |
| Staff | Communication with staff daily on the progress, achievements and risk of outcomes, work allocations, and provides leadership and support on complex issues and corporate information. |
| **External** |  |
| Community Organisations | Concerning appropriate management of community based young offenders |
| Government Agencies | Concerning appropriate management of community based young offenders.Ensure greater emphasis on strategies to reduce the risk of offending in the juvenile client population. |
| Magistrates / Courts / Other Stakeholders | Concerning appropriate management of community based young offenders.Manage stakeholder expectations. |
| NGOs | Concerning appropriate management of community based young offenders.Ensure greater emphasis on strategies to reduce the risk of offending in the juvenile client population.Manage stakeholder expectations. |
| Police | Concerning appropriate management of community based young offenders |

# Role dimensions

## Decision making

* Decision making within a large Youth Justice community office is distinguished by and is in the context of a large operational area; multidisciplinary staff of up to 25 staff, and operational budget, a larger number of complex clientele, significant stakeholder involvement, as well as management responsibility for specific support programs, carried out with or without the assistance of professional staff, not necessarily reporting to the role.
* The role exercises a range of human resource and financial delegations, within the provisions of the delegations manual, policies, procedures and relevant legislation.
* The role has high level autonomy in the day to day operation of the Area office(s) with commitments to projects under inter-agency agreements and must produce reportable deliverables.
* The role analyses and assesses information on complex youth justice issues and makes decisions on service delivery.
* The role provides advice and recommendations to the executive management on changes to policy and procedures.
* All strategic operational decision making responsibility rests with the Area Manager.

## Reporting line

The role reports to the Director Community and Regional Custody

## Direct reports

Up to 25 of direct reports

## Budget/Expenditure

The budget allocated to this role will depend on the specific location.

# Key knowledge and experience

* Senior level experience in managing and leading multidiscipline teams to deliver high quality services in the management of young offenders in the community.
* Excellent understanding and application of the contemporary youth justice service delivery strategies.
* Strong financial management skills including experience in managing community funding models
* Understanding and knowledge of the significant trauma and disadvantage young people experience. Display key understanding of the unique sensitive, cultural differences and social complexities of young people, their families and communities.

# Essential requirements

* Current NSW Driver’s licence.
* Current NSW Working With Children Check clearance

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** |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | * Model the highest standards of ethical and professional behaviour and reinforce their use
* Represent the organisation in an honest, ethical and professional way and set an example for others to follow
* Promote a culture of integrity and professionalism within the organisation and in dealings external to government
* Monitor ethical practices, standards and systems and reinforce their use
* Act promptly on reported breaches of legislation, policies and guidelines
 | Advanced |
|  | **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 |
|  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | * Tailor communication to diverse audiences
* Clearly explain complex concepts and arguments to individuals and groups
* Create opportunities for others to be heard, listen attentively and encourage them to express their views
* Share information across teams and units to enable informed decision making
* Write fluently in plain English and in a range of styles and formats
* Use contemporary communication channels to share information, engage and interact with diverse audiences
 | Adept |
|  | **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | * 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 |
|  | **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 |
|  | **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 |

# 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 | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| Relationships logo  |  |  |  |
| Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Work Collaboratively | Collaborate with others and value their contribution | Adept |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results logo |  |  |  |
| Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| 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 | Intermediate |
| 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 | Adept |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |