

# ROLE DESCRIPTION

## Manager Business Unit / Chief Industries Officer

<b>Cluster</b>	Stronger Communities	
<b>Department</b>	Department of Communities and Justice	
<b>Division/Branch/Unit</b>	Corrective Services NSW / Corrections Industry and Capacity Group / Corrective Services Industries (CSI)	
<b>Location</b>	Sydney and Regional NSW	
<b>Classification/Grade/Band</b>	Manager Business Unit	
<b>Role Number</b>	Various	
<b>ANZSCO Code</b>	133512	
<b>PCAT Code</b>	1119192	
<b>Date of Approval</b>	13 February 2015	<b>Ref: CS</b>
<b>Agency Website</b>	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 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. For the first time, the creation of DCJ and Stronger Communities provides an opportunity to focus on prevention and early intervention across both the social welfare and justice systems.

### Primary purpose of the role

Manage, plan, control and oversee the activities of the business unit / units depending on the scale of operations, in the provision of services and products to clients, to ensure productivity, efficiency and other commercial objectives are achieved and that quality and safety requirements and customer needs are met.

Build relationships with key stakeholders, source local business opportunities and promote awareness of CSI capability and contribute to business growth.

### Key accountabilities

- Appraise the performance of the Business Unit as well as the staff supervised and provide counsel and feedback to ensure organisational and development objectives are achieved.
- Balance inmate management and training with the commercial and quality needs of the Business Unit.
- Ensure all staff provide input into the case management process through the Work Readiness Program.

- Promote the recognition of inmate contributions to workplace productivity, safety and process improvements.
- Maintain Duty of Care and compliance with relevant CSNSW and CSI policies, practices, procedures and probity requirements.
- Build relationships with key stakeholders, source local business opportunities and promote awareness of CSI capability and contribute to business growth.
- Manage resources and budget efficiently and effectively to achieve planned outcomes.
- Create and maintain a safe working environment for staff, contractors, inmates and visitors to comply with Work Health & Safety legislation.

### Key challenges

- Ensuring compliance to all relevant legislation, management systems, policies and standards given the volume and changing nature of such standards and regulations.
- Achieving commercial production standards in the areas of quality and efficiency given the limited skills and work experience that inmates may bring to the workplace, in accordance with integrated program delivery expectations.
- Ensuring the safety and security of all team members given the often unpredictable nature of the correctional environment.

### Key relationships

Who	Why
<b>Internal</b>	
<ul style="list-style-type: none"> <li>• Ensuring the safety and security of all team members given the often unpredictable nature of the correctional environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions.</li> <li>• Ensuring the security and Work Health and Safety systems and processes are adhered to.</li> <li>• Liaise with in relation to all aspects of inmate employment.</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Provision of goods and services, ensuring they meet quality standards and exceed customer expectations.</li> </ul>
Centre Staff	<ul style="list-style-type: none"> <li>• Ensure security and integrated program delivery expectations are met.</li> </ul>
Work Team	<ul style="list-style-type: none"> <li>• Provide direction and manage performance.</li> <li>• Review work and proposals of team members.</li> <li>• Obtain the work group perspective and share information.</li> </ul>
<b>External</b>	
Customers and Suppliers	<ul style="list-style-type: none"> <li>• Monitor provision of service to ensure compliance with contracts and service agreements.</li> <li>• Actively seek new business development opportunities.</li> </ul>

## **Role dimensions**

### **Decision making**

Make operational decisions regarding the management of business unit, including the work methods, safety practices and priorities to meet agreed product or service delivery targets. The role negotiates and resolves service issues with clients to achieve agreed outcomes.

### **Reporting line**

Manager of Industries.

### **Budget/Expenditure**

Senior Overseers and Overseers.

## **Essential requirements**

- Current driver's licence and preparedness to drive a vehicle in the course of performing the role.
- Relevant tertiary or trade qualifications.

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](#) 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
 <p>Personal Attributes</p>	<p><b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
 <p>Personal Attributes</p>	<p><b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning</p>	<ul style="list-style-type: none"> <li>• Adapt existing skills to new situations</li> <li>• Show commitment to achieving work goals</li> <li>• Show awareness of own strengths and areas for growth, and develop and apply new skills</li> <li>• Seek feedback from colleagues and stakeholders</li> <li>• Stay motivated when tasks become difficult</li> </ul>	Intermediate
 <p>Relationships</p>	<p><b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>• Focus on providing a positive customer experience</li> <li>• Support a customer-focused culture in the organisation</li> <li>• Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers</li> <li>• Identify and respond quickly to customer needs</li> <li>• Consider customer service requirements and develop solutions to meet needs</li> <li>• Resolve complex customer issues and needs</li> <li>• Cooperate across work areas to improve outcomes for customers</li> </ul>	Intermediate

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Results</p>	<p><b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>• Seek and apply specialist advice when required</li> <li>• Complete work tasks within set budgets, timeframes and standards</li> <li>• Take the initiative to progress and deliver own work and that of the team or unit</li> <li>• Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals</li> <li>• Identify any barriers to achieving results and resolve these where possible</li> <li>• Proactively change or adjust plans when needed</li> </ul>	Intermediate
 <p>Results</p>	<p><b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> <li>• Understand the team and unit objectives and align operational activities accordingly</li> <li>• Initiate and develop team goals and plans, and use feedback to inform future planning</li> <li>• Respond proactively to changing circumstances and adjust plans and schedules when necessary</li> <li>• Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals</li> <li>• Accommodate and respond with initiative to changing priorities and operating environments</li> </ul>	Intermediate
 <p>Business Enablers</p>	<p><b>Project Management</b> Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept

## FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
 <p>People Management</p>	<p><b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Collaborate to set clear performance standards and deadlines in line with established performance development frameworks</li> <li>• Look for ways to develop team capability and recognise and develop individual potential</li> <li>• Be constructive and build on strengths by giving timely and actionable feedback</li> <li>• Identify and act on opportunities to provide coaching and mentoring</li> <li>• Recognise performance issues that need to be addressed and work towards resolving issues</li> <li>• Effectively support and manage team members who are working flexibly and in various locations</li> <li>• Create a safe environment where team members' diverse backgrounds and cultures are considered and respected</li> <li>• Consider feedback on own management style and reflect on potential areas to improve</li> </ul>	Intermediate
 <p>People Management</p>	<p><b>Optimise Business Outcomes</b> Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> <li>• Develop team and unit plans that consider team capabilities and strengths</li> <li>• Plan and monitor resource allocation effectively to achieve team and unit objectives</li> <li>• When planning resources, consider the attraction and retention of people of diverse cultures, backgrounds and experiences</li> <li>• Ensure that team members work with a good understanding of business principles as they apply to the public sector context</li> <li>• Participate in wider organisational workforce planning to ensure that capable resources are available</li> </ul>	Intermediate

### 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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	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	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate