

ROLE DESCRIPTION

Senior Service Integration Manager

Cluster	Stronger Communities	
Department	Department of Communities and Justice	
Division/Branch/Unit	Corrective Services NSW / Security and Custody	
Location	Various Large Correctional Centres	
Classification/Grade/Band	Clerk Grade 11/12	
Role Number	Various	
ANZSCO Code	139999	
PCAT Code	1223192	
Date of Approval	5 April 2024	Ref: CS0564
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 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

Strategically lead, manage and coordinate interdisciplinary teams who provide professional services (including psychology, programs, support services, case management, classification and other rehabilitation/reintegration functions) to people in custody, in large correctional centre settings, in accordance with CSNSWs strategic priorities and performance targets.

Key accountabilities

- Work and collaborate with officers in charge of the correctional centre and key stakeholders in Security & Custody, Community Industry & Capacity and Strategy & Governance to efficiently integrate policy, practice and functions to facilitate effective delivery of offender services in the correctional setting.
- Represent and advocate for the delivery of a range of professional services and disciplines as a member of the Correctional Centre leadership team.
- Provide consultation and guidance to custodial management and other staff in a large, complex, high-volume setting, regarding the rehabilitation/reintegration needs of people in custody.
- Lead direct reports and their teams in the delivery of professional and timely services that meet or exceed target Key Performance Indicators and the priorities set out in case management plans.
- Provide guidance and coordinate teams in their provision of rehabilitation and reintegration functions to maximise the delivery of focused services and ensure that people in custody have realistic opportunities to achieve the goals set in case management plans.

- Develop local business continuity plans to mitigate service disruption and manage their deployment to meet service continuity expectations and performance metrics.
- Provide direction and guidance of local assessment, case planning, classification and placement, including case plan currency, relevance and implementation, consistent with Strategy & Governance Practice and Standards.
- Develop local procedures and creative solutions to address local issues.
- Prepare and review briefing papers, submissions, discussion papers, responses to information requests and reports regarding program targets, services and operations.
- Identify and manage risks and lead projects (as they arise) that focus on high performing teams, good governance, improving outcomes and value for money.
- Provide leadership that enhances a 'one team' approach and creates a physically and psychologically safe workplace and a safe environment for all.

Key challenges

- Managing and navigating the expectations of a diverse and large number of stakeholders (over 25) in which there is ambiguity and competing needs and priorities.
- Providing services to satisfy KPIs in a secure 24/7 operating environment with a transient consumer base.
- Cultivating contemporary workplace cultural norms and utilising highly effective human relations and team building skills to foster and maintain effective teams in a unique environment.
- Implementing continuous improvement of services to people in custody in a context of seamless services across all CSNSW sites.
- Optimising the use of resources in a challenging, large, complex, high volume and dynamic environment to ensure consistently high standards of service and program delivery.

Key relationships

Who	Why
Internal	
Governor/MOS/MOI	<ul style="list-style-type: none"> • Collaboration regarding operational outcomes, service delivery, service access and daily routines • Collaboration to resolve issues and manage risks • For leadership, guidance, reporting and assistance • To implement MyPDP
Other Service Integration roles (Senior Managers, Managers, Team Leaders)	<ul style="list-style-type: none"> • For guidance and support regarding planning, operational challenges and decisions • Procedure consistency and support toward achieving performance outcomes
Strategy & Policy Directors and Managers	<ul style="list-style-type: none"> • For regular collaboration, guidance, two-way feedback and support from all Directorates, particularly Correctional Practice, Offender Transformation and Diversity and Responsivity • Developing strong relationships and understanding of strategic policy and its application in the correctional setting

Delivery Performance & Culture Directors and Managers	<ul style="list-style-type: none"> For regular collaboration, guidance and support from all Directorates, particularly Quality Assurance, Reducing Reoffending (PMO) and staff wellbeing
Local Managers, Peers	<ul style="list-style-type: none"> Coordinate projects, correspondence and responses to requests for information Build a shared sense of understanding regarding policy, systems, processes, protocols and outcome expectations Monitor service delivery, negotiate satisfactory outcomes and provide coaching and support as required
Direct reports	<ul style="list-style-type: none"> For leadership and feedback on performance of duties to develop capability To implement MyPDP
Corporate Services (Shared Services, Human Resources, Finance, Procurement, Information Technology)	<ul style="list-style-type: none"> Advice and support Processing, reports, access to and update of corporate system information Partnering arrangements (for services such as recruitment)
Other CSNSW directorates	<ul style="list-style-type: none"> Common purpose collaboration, support and information Collaborate toward seamless service provision

External

Industry Stakeholders, NGOs and/or other Agencies and providers, including Local Aboriginal Land Councils and Elders	<ul style="list-style-type: none"> Represent and participate in forums, groups and meetings with key stakeholders Leverage and negotiate arrangements that are of value to services and/or the Centre, benefit offenders and enhance community safety Work with partnered and contracted providers to provide suitable, timely and cost effective services Share information relevant to policy, programs and services Aboriginal cultural support to link Aboriginal offenders with access to enhanced case management and employment opportunities in communities
--	--

Role dimensions

Decision making

Works with minimal supervision and exercises a range of offender, staff management, administrative and financial delegations, within the provisions of the respective Delegations Manual, DCJ and CSNSW policies and procedures. Analyses and evaluates issues, using sound judgement, sound business acumen, discretion and initiative. The role has substantial autonomy in the day-to-day decisions concerning the deployment and coordination of services.

Exercises discretion in handling confidential and sensitive information and applies high standards of Governance.

Reporting line

The role reports to the Governor

Direct reports

The role manages up to 12 direct reports and has over 25 stakeholders

Budget/Expenditure

This role applies and operates within a DCJ Financial Delegation

Key knowledge and experience

- Extensive experience in leading interdisciplinary teams, negotiation, service delivery and managing to deliver on performance outcomes.
- Knowledge and understanding of behavioural change theory and practice.

Essential requirements

- Tertiary qualifications in a relevant field combined with relevant experience and/or extensive relevant experience in a similar setting.
- Capacity for sound reasoning, to exercise good judgement and be accountable for decisions. Extensive people management skills in direct and indirect reporting lines.
- Current Drivers licence and willingness to drive a departmental vehicle to perform the role, including overnight travel.

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

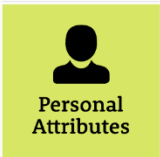
The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <http://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework>

Capability summary

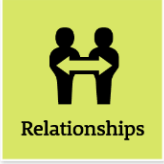


Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Focus capabilities




The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none">• 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



FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Relationships</p>	<p>Work Collaboratively Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced
 <p>Relationships</p>	<p>Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> • Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict 	Adept
 <p>Results</p>	<p>Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> of resources meets new business needs Ensure that the financial implications of changed priorities are explicit and budgeted for 	
 <p>Results</p>	<p>Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> 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
 <p>Business Enablers</p>	<p>Technology Understand and use available technologies to maximise efficiencies and effectiveness</p>	<ul style="list-style-type: none"> Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks Use available technology to improve individual performance and effectiveness Make effective use of records, information and knowledge management functions and systems Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies 	Intermediate
 <p>People Management</p>	<p>Manage and Develop People Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes Adjust performance development processes to meet the diverse 	Adept



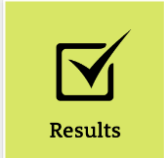


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<p>abilities and needs of individuals and teams</p> <ul style="list-style-type: none"> • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks 	
 <p>People Management</p>	<p>Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> • Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders • Translate broad organisational strategy and goals into tangible team goals and explain the links for the team • Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders • Work to remove barriers to achieving goals 	Adept
 <p>People Management</p>	<p>Manage Reform and Change Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> • Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these 	Adept

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	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Results	Plan and prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate