

# Role Description

## Manager Business Unit / Chief Industries Officer

Cluster	Justice
Agency	Justice
Division/Branch/Unit	Corrective Services NSW (CSNSW), Offender Management and Policy (OMP), Corrective Services Industries (CSI)
Location	Sydney and Regional NSW
Classification/Grade/Band	Manager Business Unit
Kind of Employment	Ongoing
Role Number	Various
ANZSCO Code	133512
PCAT Code	1119192
Date of Approval	13 February 2015
Agency Website	<a href="http://www.justice.nsw.gov.au/corrective-services">http://www.justice.nsw.gov.au/corrective-services</a>

### 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>	
• Ensuring the safety and security of all team members given the often unpredictable nature of the correctional environment.	<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 NSW driver's license and preparedness to drive a vehicle in the course of performing the role.
- Relevant tertiary or trade qualifications.






## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

## 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.

### NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Adept</b>
	Act with Integrity	Intermediate
	<b>Manage Self</b>	<b>Intermediate</b>
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	<b>Commit to Customer Service</b>	<b>Intermediate</b>
	Work Collaboratively	Intermediate
	Influence and Negotiate	Intermediate
 Results	<b>Deliver Results</b>	<b>Intermediate</b>
	<b>Plan and Prioritise</b>	<b>Intermediate</b>
	Think and Solve Problems	Adept
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Intermediate</b>
	Inspire Direction and Purpose	Intermediate
	<b>Optimise Business Outcomes</b>	<b>Intermediate</b>
	Manage Reform and Change	Intermediate

## 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.

### NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Courage	Adept	<ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when situations change</li> <li>Give frank and honest feedback/advice</li> <li>Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively</li> <li>Raise and work through challenging issues and seek alternatives</li> <li>Keep control of own emotions and stay calm under pressure and in challenging situations</li> </ul>
<b>Personal Attributes</b> Manage Self	Intermediate	<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>Maintain own motivation when tasks become difficult</li> </ul>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"> <li>Tailor communication to the audience</li> <li>Clearly explain complex concepts and arguments to individuals and groups</li> <li>Monitor own and others' non-verbal cues and adapt where necessary</li> <li>Create opportunities for others to be heard</li> <li>Actively listen to others and clarify own understanding</li> <li>Write fluently in a range of styles and formats</li> </ul>
<b>Relationships</b> Commit to Customer Service	Intermediate	<ul style="list-style-type: none"> <li>Support a culture of quality customer service in the organisation</li> <li>Demonstrate a thorough knowledge of the services provided and relay 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>Co-operate across work areas to improve outcomes for customers</li> </ul>
<b>Results</b> Deliver Results	Intermediate	<ul style="list-style-type: none"> <li>Complete work tasks to agreed budgets, timeframes and standards</li> <li>Take the initiative to progress and deliver own and team/unit work</li> <li>Contribute to allocation of responsibilities and resources to ensure achievement of team/unit goals</li> <li>Seek and apply specialist advice when required</li> </ul>
<b>Results</b>	Intermediate	<ul style="list-style-type: none"> <li>Understand the team/unit objectives and align operational</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Plan and Prioritise		<ul style="list-style-type: none"> <li>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 impact on the achievement of team/unit goals</li> <li>Accommodate and respond with initiative to changing priorities and operating environments</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Prepare clear project proposals and define scope and goals in measurable terms</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Prepare accurate estimates of costs and resources required for more complex projects</li> <li>Communicate the project strategy and its expected benefits to others</li> <li>Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Manage and Develop People	Intermediate	<ul style="list-style-type: none"> <li>Ensure that roles and responsibilities are clearly communicated</li> <li>Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks</li> <li>Develop team capability and recognise and develop potential in people</li> <li>Be constructive and build on strengths when giving 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 resolution of issues</li> </ul>
<b>People Management</b> Optimise Business Outcomes	Intermediate	<ul style="list-style-type: none"> <li>Develop team/unit plans that take into account team capability and strengths</li> <li>Plan and monitor resource allocation effectively to achieve team/unit objectives</li> <li>Ensure 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 the availability of capable resources</li> </ul>