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	http://www.justice.nsw.gov.au/corrective-services	

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
Internal	
• Ensuring the safety and security of all team members given the often unpredictable nature of the correctional environment.	 Escalate issues, keep informed, advise and receive instructions. Ensuring the security and Work Health and Safety systems and processes are adhered to. Liaise with in relation to all aspects of inmate employment.
Customers	 Provision of goods and services, ensuring they meet quality standards and exceed customer expectations.
Centre Staff	 Ensure security and integrated program delivery expectations are met.
Work Team	 Provide direction and manage performance. Review work and proposals of team members. Obtain the work group perspective and share information.
External	
Customers and Suppliers	 Monitor provision of service to ensure compliance with contracts and service agreements. Actively seek new business development opportunities.

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.

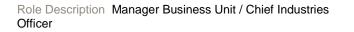
Capabilities for the role

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

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	
	Display Resilience and Courage	Adept	
- -	Act with Integrity	Intermediate	
Personal Attributes	Manage Self	Intermediate	
minource	Value Diversity	Adept	
	Communicate Effectively	Adept	
*	Commit to Customer Service	Intermediate	
	Work Collaboratively	Intermediate	
Relationships	Influence and Negotiate	Intermediate	
Results	Deliver Results	Intermediate	
	Plan and Prioritise	Intermediate	
	Think and Solve Problems	Adept	
	Demonstrate Accountability	Intermediate	
Business Enablers	Finance	Adept	
	Technology	Intermediate	
	Procurement and Contract Management	Intermediate	
	Project Management	Adept	
<u></u>	Manage and Develop People	Intermediate	
	Inspire Direction and Purpose	Intermediate	
People	Optimise Business Outcomes	Intermediate	
Management	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 Capabili	ty Framework	
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	 Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback/advice Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively Raise and work through challenging issues and seek alternatives Keep control of own emotions and stay calm under pressure and in challenging situations
Personal Attributes Manage Self	Intermediate	 Adapt existing skills to new situations Show commitment to achieving work goals Show awareness of own strengths and areas for growth and develop and apply new skills Seek feedback from colleagues and stakeholders Maintain own motivation when tasks become difficult
Relationships Communicate Effectively	Adept	 Tailor communication to the audience Clearly explain complex concepts and arguments to individuals and groups Monitor own and others' non-verbal cues and adapt where necessary Create opportunities for others to be heard Actively listen to others and clarify own understanding Write fluently in a range of styles and formats
Relationships Commit to Customer Service	Intermediate	 Support a culture of quality customer service in the organisation Demonstrate a thorough knowledge of the services provided and relay to customers Identify and respond quickly to customer needs Consider customer service requirements and develop solutions to meet needs Resolve complex customer issues and needs Co-operate across work areas to improve outcomes for customers
Results Deliver Results	Intermediate	 Complete work tasks to agreed budgets, timeframes and standards Take the initiative to progress and deliver own and team/unit work Contribute to allocation of responsibilities and resources to ensure achievement of team/unit goals Seek and apply specialist advice when required
Results	Intermediate	Understand the team/unit objectives and align operational



Group and Capability	Level	Behavioural Indicators
Plan and Prioritise		 activities accordingly Initiate, and develop team goals and plans and use feedback to inform future planning Respond proactively to changing circumstances and adjust plans and schedules when necessary Consider the implications of immediate and longer term organisational issues and how these might impact on the achievement of team/unit goals Accommodate and respond with initiative to changing priorities and operating environments
Business Enablers Project Management	Adept	 Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects Communicate the project strategy and its expected benefits to others Monitor the completion of project milestones against goals and initiate amendments where necessary Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Intermediate	 Ensure that roles and responsibilities are clearly communicated Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks Develop team capability and recognise and develop potentia in people Be constructive and build on strengths when giving feedback Identify and act on opportunities to provide coaching and mentoring Recognise performance issues that need to be addressed and work towards resolution of issues
People Management Optimise Business Outcomes	Intermediate	 Develop team/unit plans that take into account team capability and strengths Plan and monitor resource allocation effectively to achieve team/unit objectives Ensure team members work with a good understanding of business principles as they apply to the public sector context Participate in wider organisational workforce planning to ensure the availability of capable resources

