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| **ROLE DESCRIPTION**  Manager Service Improvement and Reporting |

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| **Portfolio**  | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Law Reform and Legal Services / Division Support and Public Accountability |
| **Location** | Parramatta 6PSQ (flexibility)  |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | 50011304  |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | 21 January 2025 | **Ref: DSPA 011** |
| **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**

Deliver, plan and coordinate complex projects within agreed timelines and budgets, manage and lead staff and maintain and build stakeholder relationships in order to achieve DCJ strategic objectives.

**Key accountabilities**

* Manage resources, budgets, assets, projects and staffing to maximise achievement of goals and to ensure staff have the required levels of skills and performance.
* Provide operational direction and leadership to establish and maintain an outcome-oriented culture of teamwork, achievement and accountability.
* Provide leadership, including financial planning, to effectively manage the business unit in a manner consistent with the strategic direction of the organisation!
* Ensure effective operations and cost-effective use of organisation’s resources.
* Provide guidance, support and point of contact for staff in the business unit on DJC policies and procedures that impact on the operation of the Business area.
* Provide proactive and evidence-based expert advice and reports to the Director and/or the Executive Director to ensure business unit’s matters that impact current business and future decision-making are fully considered.
* Seek out and actively manage key internal and external stakeholder relationships based on open and regular discussions and feedback to ensure effective interface between program development, planning, service design and policy implementation.
* Lead and drive team management, work planning, coaching and professional development initiatives to align resources and deliver priorities.

**Key challenges**

* Provision of insightful reporting on a range of complex issues in an environment characterised by competing priorities, while ensuring that stringent deadlines for reporting to Executives and Ministers are met.
* Identifying emerging issues and suggesting potential improvements to business processes and workflows in consultation with external and internal stakeholders in an environment of ongoing change.
* Leading, motivating and driving transformational strategic change across DCJ to improve take up and use of services and advice of SIR in ministerial workflow and reporting functions.

**Key relationships**

| **Who** | **Why** |
| --- | --- |
| **Internal** |  |
| Line manager | * Report directly to Line manager.
* Seek direction, advice and support.
* Provide information and feedback
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| Team Members | * Provide information and advice.
* Provide an effective and valuable two-way liaison
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| Ministers Offices | * Proactive relationship management
* Liaison to manage expectations and deliver timely and accurate advice/services
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| Other DCJ Divisions | * Liaise to ensure the provision of timely and accurate advice when requested.
* Develop and maintain effective working relationships.
* Negotiate/agree on timeframes
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| DCJ Districts and Clusters | * Liaise to ensure consistent engagement with service delivery planning and service providers.
* Develop and maintain effective working relationships.
* Negotiate/agree on timeframes
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| **External** |  |
| Non-Government Organisations | * Engage with service providers
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| Community | * Engage with service providers and client groups
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**Role dimensions**

**Decision making**

The role:

* Sets own priorities and those of any staff/project staff supervised.
* Maintains independence to develop a suitable approach in managing a unit/team, allocating resources, determining the conceptual framework towards projects and development of strategic plans.
* Has a high level of responsibility for determining appropriate unit/team actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation of unit/teamwork.
* Ensures that unit/team recommendations are based on sound evidence, but at times may be required to use their judgment under pressure or in the absence of complete information or as the source of expert advice to internal stakeholders across the Department as well as externally to Ministerial level.

**Reporting line**

See divisional structure and supplementary material.

**Direct reports**

See divisional structure and supplementary material.

**Budget/Expenditure**

Nil.

**Essential requirements**

* Tertiary qualifications in a related discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.

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** |
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| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Personal Attributes logo | **Value Diversity and Inclusion**Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | * Encourage and include diverse perspectives in the development of policies and strategies.
* Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes.
* Build and monitor a workplace culture that enables diversity and fair and inclusive practices.
* Implement practices and systems to ensure that individuals can participate to their fullest ability.
* Recognise the value of individual differences to support broader organisational strategies.
* Address non-inclusive behaviours, practices and attitudes within the organisation.
* Champion the business benefits generated by workforce diversity and inclusive practices
 | Adept |
| Relationships logo  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | * Present with credibility, engage diverse audiences and test levels of understanding.
* Translate technical and complex information clearly and concisely for diverse audiences.
* Create opportunities for others to contribute to discussion and debate.
* Contribute to and promote information sharing across the organisation.
* Manage complex communications that involve understanding and responding to multiple and divergent viewpoints.
* Explore creative ways to engage diverse audiences and communicate information.
* Adjust style and approach to optimise outcomes.
* Write fluently and persuasively in plain English and in a range of styles and formats
 | Advanced |
| Relationships logo  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | * Take responsibility for delivering high-quality customer-focused services.
* Design processes and policies based on the customer’s point of view and needs.
* Understand and measure what is important to customers.
* Use data and information to monitor and improve customer service delivery.
* Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers.
* Maintain relationships with key customers in area of expertise.
* Connect and collaborate with relevant customers within the community
 | Adept |
| Relationships logo  | **Work Collaboratively**Collaborate with others and value their contribution | * Encourage a culture that recognises the value of collaboration.
* Build cooperation and overcome barriers to information sharing and communication across teams and units.
* Share lessons learned across teams and units.
* Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work.
* Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services
 | Adept |
| Results logo | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | * Understand the links between the business unit, organisation and the whole-of-government agenda.
* Ensure business plan goals are clear and appropriate and include contingency provisions.
* Monitor the progress of initiatives and make necessary adjustments.
* Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately.
* Consider the implications of a wide range of complex issues and shift business priorities when necessary.
* Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning
 | Advanced |
| Results logo | **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines. | * Assess work outcomes and identify and share learnings to inform future actions.
* Ensure that own actions and those of others are focused on achieving organisational outcomes.
* Exercise delegations responsibly.
* Understand and apply high standards of financial probity with public monies and other resources
* Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safety.
* Conduct and report on quality control audits.
* Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks
 | Adept |
| Results logo | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | * Seek and apply the expertise of key individuals to achieve organisational outcomes.
* Drive a culture of achievement and acknowledge input from others.
* Determine how outcomes will be measured and guide others on evaluation methods.
* Investigate and create opportunities to enhance the achievement of organisational objectives.
* Make sure others understand that on-time and on-budget results are required and how overall success is defined.
* Control business unit output to ensure government outcomes are achieved within budgets.
* Progress organisational priorities and ensure that resources are acquired and used effectively
 | Advanced |
| Business Enablers logo | **Project Management**Understand and apply effective project planning, coordination and control mechanisms | * Understand all components of the project management process, including the need to consider change management to realise business benefits.
* Prepare clear project proposals and accurate estimates of required costs and resources.
* Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Identify and evaluate risks associated with the project and develop mitigation strategies.
* Identify and consult stakeholders to inform the project strategy.
* Communicate the project’s objectives and its expected benefits Monitor the completion of project milestones against goals and take necessary action.
* Evaluate progress and identify improvements to inform future projects
 | Adept |
| People Management logo | **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** |
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| **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 |
| Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Advanced |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Relationships logo  |  |  |  |
| Influence and negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Intermediate |
| Results logo |  |  |  |
| 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 | Intermediate |
| 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 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 | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |