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| **Cluster** | Justice |
| **Division/Branch/Unit** | Corrections Strategy and Policy, Aboriginal Strategy and Policy Unit |
| **Location** | Henry Deane Building |
| **Classification/Grade/Band** | Clerk Grade 11/12 (Aboriginal Identified) |
| **ANZSCO Code** | 132411 |
| **Role Number** | 15402 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | 13 November 2014 (Ref: SEP14/109 – TRIM D14/582946)  (updated 20 October 2017) |
| **Agency Website** | [www.justice.nsw.gov.au](http://www.justice.nsw.gov.au) |

# Primary purpose of the role

Provide leadership and high level strategic advice to executive and senior managers regarding the

implementation of Corrective Services NSW strategies to support Aboriginal offenders and the specific rehabilitation and re-integration needs of Aboriginal offenders in custody and in the community. Provide quality information about CSNSW services and programs to communities and families of Aboriginal offenders and liaise with community agencies and community representatives to effectively enhance the transition of Aboriginal offenders from custody to the community.

# Key accountabilities

* Effectively lead and manage, and continually develop, the Aboriginal Strategy and Policy Unit team to ensure high quality strategic advice to CSNSW executive within agreed timeframes and budget.
* Address the primary objectives of the CSNSW Strategy for supporting Aboriginal offenders to desist from re-offending.
* Develop strategies to support CSNSW managers regarding the specific rehabilitation and re-integration needs of Aboriginal offenders in custody and in the community.
* Work in close liaison and collaboration with Custodial and Community Corrections and Offender Management and Policy to determine program and services pathways for Aboriginal adult and young adult offenders which enhance their education, vocational training and employment opportunities.
* Represent CSNSW on interagency forums and committees concerned with decreasing over-representation of Aboriginal offenders in custody in particular, and in the criminal justice system in general.
* Provide advice and practical support regarding the implementation and development of staff

development and training programs designed to enhance the competence of CSNSW employees in

their interaction with Aboriginal offenders and their communities, families and children.

* Establish and maintain effective communication channels so that the practical experience of CSNSW Aboriginal employees can be captured and provide networking opportunities for Aboriginal staff in such a manner that the work aspirations and career development needs of CSNSW Aboriginal staff can be met.
* Collaborate with the community, external agencies and CSNSW Managers to improve participation and completion rates of Aboriginal offenders in programs.

# Key challenges

* Developing innovative solutions to complex and highly sensitive matters related to social disadvantage and trauma contributing to the over-representation of Aboriginal people in the criminal justice system.
* Maintaining meaningful and effective relationships with Aboriginal leaders whose communities are diverse and often in remote locations of NSW.
* Ensuring effective stakeholder management and project implementation.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive and senior management | To provide support and expert advice so that the specific rehabilitation  and re-integration needs of Aboriginal inmates and offenders are  addressed effectively and efficiently. |
| Business Unit Managers | To provide advice support to managers on strategies to resolve  workplace issues and to develop workforce cultural awareness  capacity. |
| Director Corrections, Strategy and Policy | Leadership and to provide high level advice and reporting on the status of projects. |
| ASPU staff and other Aboriginal  services units within the Department of Justice | To gather information and provide authoritative advice on all matters related to the management, supervision, policy and program and service provision to Aboriginal inmates and offenders. |
| Custodial and Community Corrections and Offender Services and Programs staff | To gather information and provide authoritative advice on all matters  related to the management, supervision, policy and program and  service provision to Aboriginal inmates and offenders. |
| Training and development providers | To provide advice and program facilitation support. |
| Aboriginal Advisory Council | To provide effective and efficient executive support to the CSNSW  Aboriginal Advisory Council. |
| Corrective Services Administrators’ Council (CSAC) Aboriginal Working  Group | To contribute to the nation-wide implementation of recommended initiatives and provide feedback and comment on sector-wide policies and initiatives. |
| **External** |  |
| Non-government and government organisations, such as Family and Community Services, NSW Health and various project partners | Consultations, negotiations and partnership arrangements. |
| Local Aboriginal Land Councils and  other relevant NGOs | To maintain effective community networks which support the program  and service provision of Aboriginal offenders in the community, and  enhance community connections which support rehabilitation and  reintegration and vocational opportunities for Aboriginal offenders  transitioning from custody to the community. |
| Justice Health and Forensic Mental  Health Network | To provide advice related to access for Aboriginal offenders to appropriate health services. |
| NSW Anti-discrimination Board | As part of justice sector, contribute to advice regarding Aboriginal  offenders and their families and communities. |
| Peers in other public sector agencies | To gather and share information on issues of mutual interest to  ensure consistency within the sector. |

# Role dimensions

## Decision making

The role exercises a range of staff management and financial delegations, within the provisions of the

Delegations Manual, CSNSW policies and procedures, Public Sector wide policies and procedures and

relevant legislation. The Principal Manager has substantial autonomy in the day-to-day decisions concerning the management and operation of the Aboriginal Strategy and Policy team. The occupant of the role consults with the Director on complex and/or sensitive matters.

## Reporting line

Director, Corrections Strategy and Planning

## Direct reports

Senior Project Officer Clerk Grade 9/10, Project Officers Clerk Grade 7/8, Assistant Policy Officers Clerk Grade 5/6

# Essential requirements

* Aboriginality
* Knowledge of Aboriginal culture, history and the Justice framework
* Relevant tertiary qualifications or equivalent experience
* Experience in strategic and innovative project development and management and managing a team
* Driver Licence and willingness to drive and travel anywhere within NSW

# 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](file://prodmfp1/pjpx-chr/Shared/HR/Workforce%20Planning%20and%20Strategy/1%20OD/Position%20Descriptions/z%20-%20Template/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 | Adept |
| Manage Self | Adept |
| Value Diversity | Advanced |
|  | **Communicate Effectively** | **Advanced** |
| Commit to Customer Service | Adept |
| Work Collaboratively | Advanced |
| **Influence and Negotiate** | **Adept** |
|  | **Deliver Results** | **Adept** |
| Plan and Prioritise | Adept |
| **Think and Solve Problems** | **Advanced** |
| Demonstrate Accountability | Adept |
|  | Finance | Intermediate |
| Technology | Intermediate |
| Procurement and Contract Management | Intermediate |
| **Project Management** | **Adept** |
|  | **Manage and Develop People** | **Adept** |
| Inspire Direction and Purpose | Advanced |
| Optimise Business Outcomes | Adept |
| Manage Reform and Change | Advanced |

## 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** |

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| **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 |

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| **Relationships**  Communicate Effectively | Advanced | Present with credibility, engage varied audiences and test levels of understanding  Translate technical and complex information concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Actively listen and encourage others to contribute inputs  Adjust style and approach to optimise outcomes  Write fluently and persuasively in a range of styles and formats |

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| **Relationships**  Influence and Negotiate | Adept | 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 and explain the need for compromise  Influence others with a fair and considered approach and sound arguments  Show sensitivity and understanding in resolving conflicts and differences  Manage challenging relations with internal and external stakeholders  Pre-empt and minimise conflict |
| **Results**  Deliver Results | Adept | Take responsibility for delivering on intended outcomes  Make sure team/unit staff understand expected goals and acknowledge success  Identify resource needs and ensure goals are achieved within budget and deadlines  Identify changed priorities and ensure allocation of resources meets new business needs  Ensure financial implications of changed priorities are explicit and budgeted for  Use own expertise and seek others' expertise to achieve work outcomes |

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| **Results**  Think and Solve Problems | Advanced | 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  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements  Implement systems and processes that underpin high quality research and analysis |
| **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 | Adept | Define and clearly communicate roles and responsibilities to achieve team/unit outcome  Negotiate clear performance standards and monitor progress  Develop team/unit plans that take into account team capability, strengths and opportunities for development  Provide regular constructive feedback to build on strengths and achieve results  Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way  Monitor and report on performance of team in line with established performance development frameworks |