

# Role Description

## Manager Client Services

Cluster/Agency	Family and Community Services (FACS)
Division/Branch/Unit	Community Services
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	134214
Date of Approval	14 September 2016
Agency Website	<a href="http://www.facs.nsw.gov.au">www.facs.nsw.gov.au</a>

### Agency overview

The Department of Family and Community Services (FACS) directly supports approximately 800,000 people every year and reaches a further million people through local community-based programs.

Our vision is to empower all people to live fulfilling lives and achieve their potential in inclusive communities. We collaborate with government, non-government and community partners to work with children, adults, families and communities to improve lives and realise potential with a focus on breaking rather than managing disadvantage.

### Primary purpose of the role

Provide leadership, direction and support to a team/s of professional and administrative staff within a Community Service Centre (CSC). Manage all aspects of the CSC's operations and build a collaborative team environment to deliver quality services and achieve positive outcomes for the community's children, young people and families.

### Key accountabilities

- Lead and manage cross-functional and specialised teams of professional and administrative staff to ensure the CSC operates effectively and delivers quality child protection services to the community's children, young people and families, including services to Aboriginal and Torres Strait Islander people
- Provide leadership and management of all operational aspects of the CSC including human resources, finance, office administration, and monitoring and reporting on the CSC's performance to ensure delivery of quality services within budget
- Provide professional supervision to Casework Managers on case management practice and support other staff within the CSC to ensure they have the capabilities needed to complete the work and improve the quality of service
- Lead implementation of agreed changes at the front line that aligns operational activities with the corporate and strategic direction of FACS
- Prepare a range of documentation such as Ministerial Briefings, Parliamentary Questions, Briefing Notes, Management Reports and Questions on Notice in relation to care and protection issues to ensure accurate and timely information is provided to the Director Community Services
- Establish collaborative relationships with community partners and NGOs to integrate service provision at a local level, and enhance the design and viability of the service system
- Develop business plans for the relevant CSC/s in consultation with the Director Community Services and manage expenditure within the established budget constraints to deliver efficient and cost effective services

- Establish and encourage a culture of continuous learning and professional development to ensure practice knowledge and skills are contemporary and evidence-based

## Key challenges

- Managing sensitive and controversial matters relating to client needs, complex cases and systemic issues, within a fluctuating environment driven by economic, political and social influences. This includes providing appropriate advice to senior executives with a short turnaround time
- Keeping up to date on contemporary practice principles in child development, protection and out of home care and ensuring these principles are applied in the operational environment
- Managing teams and relationships across geographically expansive distances for roles located in rural and remote locations

## Key relationships

Who	Why
<b>Internal</b>	
Director Community Services	<ul style="list-style-type: none"> <li>• Direct supervisor</li> <li>• Seek direction, advice and support</li> <li>• Provide information and feedback</li> </ul>
Casework Managers	<ul style="list-style-type: none"> <li>• Direct report</li> <li>• Provide professional supervision</li> <li>• Provide information, advice and guidance</li> </ul>
Caseworkers and other team members of the CSC	<ul style="list-style-type: none"> <li>• Peers and colleagues</li> <li>• Provide information, advice and guidance</li> <li>• Provide an effective and valuable two way liaison</li> </ul>
Casework Specialists, Psychologists, clinical issues consultants, legal officers	<ul style="list-style-type: none"> <li>• Seek specialist and clinical advice</li> </ul>
Other CSCs	<ul style="list-style-type: none"> <li>• Maintain strong working relationships</li> <li>• Facilitate case transfers and ensure continuity of care</li> <li>• Share knowledge and good practice</li> </ul>
Other FACS Divisions	<ul style="list-style-type: none"> <li>• Liaise to ensure the provision of timely and accurate advice when requested</li> <li>• Develop and maintain effective working relationships</li> </ul>
<b>External</b>	
Children, young people and families	<ul style="list-style-type: none"> <li>• Ensure quality services are delivered to children, young people and families</li> </ul>
Carers	<ul style="list-style-type: none"> <li>• Key clients who provide care for children and young people</li> </ul>
Government and non-government partners	<ul style="list-style-type: none"> <li>• Collaborate to provide appropriate services for children young people and families</li> <li>• Work together to enhance the design and viability of the service system</li> </ul>

## Role dimensions

### Decision making

Makes decisions on matters beyond the Casework Manager's delegation, on complex or controversial cases which may present high risks and/or cases requiring a long term commitment of resources.

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/team work
- 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

Refer to the FACS Delegations for specific financial and/or administrative delegations for this role.

### Reporting line

Reports to Director Community Services

### Direct reports

Team/s of Casework Managers and Service Support Managers. The number of direct reports is dependent on size of the district.

### Budget/Expenditure

Based on the relevant CSC/s budget allocation.

## Essential requirements

- Tertiary qualifications in a Social Work, Social/Behavioural Science, Welfare or related discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.
- Current driver's licence

Appointments are subject to reference checks and the following pre-employment checks:

- 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*
- FACS will also review its own records, including relevant child protection database and personnel records.






## 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/sector-support/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.

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Adept
	Manage Self	Adept
	<b>Value Diversity</b>	<b>Advanced</b>
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	<b>Commit to Customer Service</b>	<b>Advanced</b>
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept
 Business Enablers	<b>Finance</b>	<b>Adept</b>
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Intermediate
	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	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Personal Attributes</b> Value Diversity	Advanced	<ul style="list-style-type: none"> <li>Encourage and include diverse perspectives in the development of policies and strategies</li> <li>Leverage diverse views and perspectives to develop new approaches to delivery of outcomes</li> <li>Build and monitor a workplace culture that values fair and inclusive practices and diversity principles</li> <li>Implement methods and systems to ensure that individuals can participate to their fullest ability</li> <li>Recognise the value of individual differences to support broader organisational strategies</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	Advanced	<ul style="list-style-type: none"> <li>Promote a culture of quality customer service in the organisation</li> <li>Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>Identify and incorporate the interests and needs of customers in business process design</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering on intended outcomes</li> <li>• Make sure team/unit staff understand expected goals and acknowledge success</li> <li>• Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>• Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>• Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>• Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Finance	Adept	<ul style="list-style-type: none"> <li>• Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures</li> <li>• Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions</li> <li>• Understand and apply financial audit, reporting and compliance obligations</li> <li>• Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate</li> <li>• Seek specialist advice and support where required</li> <li>• Make decisions and prepare business cases paying due regard to financial considerations</li> </ul>
<b>People Management</b> Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles and responsibilities to achieve team/unit outcomes</li> <li>• Negotiate clear performance standards and monitor progress</li> <li>• Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>• Provide regular constructive feedback to build on strengths and achieve results</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"><li>• Monitor and report on performance of team in line with established performance development frameworks</li></ul>