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| --- | --- |
| **Cluster** | Stronger Communities  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Strategy, Reform and Support / Support Services / Reporting Services Branch / Workforce Planning Unit |
| **Location** | Sydney |
| **Classification/Grade/Band** | Clerk Grade 9/10 |
| **Role Number** | Please insert position number/s |
| **ANZSCO Code** | 1321111 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | 7 November 2019 | **Ref:** **RSB 0029** |
| **Agency Website** | www.justice.nsw.gov.au |

# Primary purpose of the role

Lead the Workforce Planning function through effective people management, the involvement of key internal and external stakeholders and by monitoring and reporting on the performance of the unit and allocation of resources to deliver a quality, efficient and cost effective recording and transcription services. Provide operational leadership to the business unit and evidence based recommendations for continuous improvement initiatives.

# Key accountabilities

* Lead the Workforce Planning Unit with a state-wide approach to maximise the delivery of services provided by the unit, this includes on-demand and remote monitoring
* Act as a subject matter expert when required on projects to review, evaluate and improve recording and transcription services across NSW
* Review trend analysis and report on the overall performance of the unit regarding staff utilisation and assignment workload. Inform management about the service provided and alignment to the business plan
* Provide insights and evidence based recommendations to the senior manager that contribute to the development of continual improvements of technology, policies, procedures and service agreements
* Research and analyse current trends and best practice in workforce planning and rostering
* Work collaboratively with the Senior Manager to ensure efficient and cost effective service level agreements are negotiated that meet alternative service delivery methods with internal and external stakeholders
* Provide information and support to staff within the Unit on rostering principles, people management, recording and transcription issues based on best practice benchmarking across industry, and government agencies.
* Lead and oversee the development and implementation of business plans, policies, procedures, work practices and standards to ensure the achievement of business unit objectives

# Key challenges

* Negotiating service provision and timeframes with the judiciary and other clients given the competing priorities of different client groups in a dynamic and complex environment with competing pressures and changing client requirements and managing and maintaining communication links with staff and championing change.
* Planning workforce requirements across the year given the daily and seasonal fluctuations in service demand by the courts and the need to effectively manage the permanent and temporary workforces including the reallocating of staff throughout the day given the constant changes in court schedules and client requirements.
* Developing guidelines that meet business needs while taking into account the WHS and employment conditions required for all staff.

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# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager / Supervisor | * Escalate issues, keep informed, seek direction, advice and support
* Identify emerging issues/risks and their implications, and propose solutions
* Receive guidance and provide regular updates on key projects issues and priorities
* Contribute to decision making
 |
| Work Team / Business Unit | * Provide guidance, support and expert advice
* Manage performance and development
 |
| Stakeholder / Clients | * Report and provide updates
* Resolve issues
* Provide expert advice and obtain information and feedback
* Negotiate services provided and service level agreements
* Consult and collaborate to define mutual interests and determine strategies to achieve their realisation
 |
| **External** |  |
| Stakeholders / Clients | * Provide expert advice
* Report and provide updates
* Consult and collaborate to define mutual interests and determine strategies to achieve their realisation
 |
| Contractors / Suppliers | * Monitor performance
* Provide and seek information
* Liaise to minimise disruption and impact on business
 |
| Other Government Agencies and Industry Groups | * Represent agency interests and negotiate to achieve optimal outcomes
* Share information, where appropriate
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# Role dimensions

## Decision making

The position is accountable for the management and performance of the Workforce Planning Unit.

The role consults with and escalates complex and serious issues to the Senior Manager including those decisions that have resource implications, far reaching implications, are contentious and /or are likely to have a negative reaction from stakeholders.

## Reporting line

## Senior Manager, Reporting Services Branch

## Direct reports

Court Reporters

Coordinator, Workforce Planning

## Budget/Expenditure

# N/A

# Essential requirements

* Demonstrated expert experience in workforce planning and rostering principles for complex workforces
* An understanding of the functions and procedures in the NSW court system
* Operational, people and resource management experience and skills

# Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <https://www.psc.nsw.gov.au/workforce-management/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** |
|  | Display Resilience and Courage | Adept |
|  | **Act with Integrity** | **Advanced** |
|  | Manage Self | Adept |
|  | Value Diversity | Adept |
|  | Communicate Effectively | Adept |
|  | **Commit to Customer Service** | **Adept** |
|  | **Work Collaboratively** | **Adept** |
|  | Influence and Negotiate | Adept |
|  | Deliver Results | Adept |
|  | Plan and Prioritise | Intermediate |
|  | **Think and Solve Problems** | **Advanced** |
|  | Demonstrate Accountability | Intermediate |
|  | **Finance** | **Adept** |
|  | Technology | Intermediate |
|  | Procurement and Contract Management | Intermediate |
|  | Project Management | Intermediate |
|  | **Manage and Develop People** | **Advanced** |
|  | Inspire Direction and Purpose | Intermediate |
|  | Optimise Business Outcomes | Adept |
|  | 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** |
| **Personal Attributes**Act with Integrity | Advanced | Model the highest standards of ethical behaviour and reinforce them in othersRepresent the organisation in an honest, ethical and professional way and set an example for others to followEnsure that others have a working understanding of the legislation and policy framework within which they operatePromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct on reported breaches of rules, policies and guidelines |
| **Relationships**Commit to Customer Service | Adept | Take responsibility for delivering high quality customer-focused servicesUnderstand customer perspectives and ensure responsiveness to their needsIdentify customer service needs and implement solutions Find opportunities to co-operate with internal and external parties to improve outcomes for customers Maintain relationships with key customers in area of expertise Connect and collaborate with relevant stakeholders within the community |
| **Relationships**Work Collaboratively | Adept | Encourage a culture of recognising the value of collaborationBuild co-operation and overcome barriers to information sharing and communication across teams/units Share lessons learned across teams/unitsIdentify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work |
| **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**Finance | Adept | Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measuresUnderstand 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 decisionsUnderstand and apply financial audit, reporting and compliance obligationsIdentify discrepancies or variances in financial and budget reports, and take corrective action where appropriateSeek specialist advice and support where requiredMake decisions and prepare business cases paying due regard to financial considerations |
| **People Management**Manage and Develop People | Advanced | Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertaintyAssist others to address emerging challenges and risks and generate support for change initiativesTranslate change initiatives into practical strategies and explain these to staff and their role in implementing them* Implement structured change management processes to identify and develop responses to cultural barriers
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