

ROLE DESCRIPTION

Manager, Workforce Planning Unit

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	HR to complete	Ref:
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 business unit and evidence based recommendations for continuous improvement initiatives.

Key accountabilities

- Lead and manage 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
- Lead and monitor projects to review, evaluate and improve recording and transcription services across NSW
- Analyse and report on the overall performance of the unit regarding staff utilisation and assignment workload. Informing 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
- Negotiate efficient and cost effective service level agreements and alternative service delivery methods with internal and external stakeholders
- Provide expert technical information and support to staff within the Unit on rostering principles, people management, recording and transcription issues
- Lead and manage the development and implementation of business plans, policies, procedures, work practices and standards to ensure the achievement of business unit objectives

Key challenges

- Working in a dynamic and complex environment with competing pressures and changing client requirements whilst 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.
- Negotiating service provision and timeframes with the judiciary and other clients given the competing priorities of different client groups

Key relationships

Who	Why
Internal	
Manager / Supervisor	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Provide guidance, support and expert advice• Manage performance and development
Stakeholder / Clients	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Provide expert advice• Report and provide updates• Consult and collaborate to define mutual interests and determine strategies to achieve their realisation
Contractors / Suppliers	<ul style="list-style-type: none">• Monitor performance• Provide and seek information• Liaise to minimise disruption and impact on business
Other Government Agencies and Industry Groups	<ul style="list-style-type: none">• Represent agency interests and negotiate to achieve optimal outcomes• Share information, where appropriate

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
- Technical expert in reporting and transcription services and equipment
- 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
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Advanced
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Intermediate
	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
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Commit to Customer Service	Adept	<ul style="list-style-type: none"> Take responsibility for delivering high quality customer-focused services Understand customer perspectives and ensure responsiveness to their needs Identify 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	<ul style="list-style-type: none"> Encourage a culture of recognising the value of collaboration Build co-operation and overcome barriers to information sharing and communication across teams/units Share lessons learned across teams/units Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Results Deliver Results	Adept	<ul style="list-style-type: none"> 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
Business Enablers Finance	Adept	<ul style="list-style-type: none"> Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures 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 Understand and apply financial audit, reporting and compliance obligations Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate Seek specialist advice and support where required Make decisions and prepare business cases paying due regard to financial considerations
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty Assist others to address emerging challenges and risks and

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>generate support for change initiatives</p> <ul style="list-style-type: none">• Translate 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

CHANGE MANAGEMENT PLAN

Change Management Plan for the Organisational Change of the Workforce Planning Unit (previously known as the Assignment Area)

1. Background and reasons for the organisational change

The current Assignment Area structure was initially established to service the former Attorney General's Department and Department of Justice. The proposed changes to the Assignment Area have been designed to realign the resources and services that are required by internal and external stakeholders. The proposed model will deliver outcomes that are high quality, cost effective and efficient.

The proposed changes define the role of the Workforce Planning Unit (previously known as the Assignment Area) and provides stakeholders with a structure that supports the contemporary functions and accountabilities required for resource allocation across New South Wales.

The objectives of the proposed reform measures outlined in this change management plan are:

- Formalise working arrangements of employees in long term acting arrangements that have not been through a merit selection process in accordance with the Government Sector Employment Act, Rules and Regulations
- Improve service outcomes for internal and external clients
- Ensure the unit's functions can be fulfilled and accountabilities met

2. Deputy Secretary's approval

The Deputy Secretary's approval is sought for the proposed changes outlined in this plan.

3. Employee communication strategy

Senior management will address the reasons for change and provide regular information / updates to all stakeholders regarding the future structure, available roles, the recruitment and transition processes, related policies and points of contact for assistance and support. During the change process, employees should raise any concerns with the senior management team and are encouraged to contribute their feedback on the future state of the unit.

Methods of communication will include, but are not limited to:

- presentations / briefings / information sessions (in person and / or VMR where appropriate)
- engagement with the PSA

- intranet page which will provide staff with access to resources relating to the changes including “Frequently Asked Questions”
- access to relevant policies or policy advisors

4. Support services

Support for employees will include:

- Job readiness workshops that focuses on resume writing, completing a job application and participating in a merit selection process
- Access to confidential counselling 24 hours a day, seven days per week through the Employee Assistance Program (EAP) provider, Benestar. This service is also available to family members of employees
- Access to advice on superannuation, taxation and financial planning for those considering transitioning to retirement (through superannuation provider)
- Assistance in applying for positions
- Training or retraining support through MyLearning which is accessible to all employees 24 hours per day, seven days per week via the Justice NSW Portal, Successfactors application and Department's intranet

5. Consultation

As outlined in section 3 of this change management plan, a communication strategy has been developed to consult with stakeholders and provide updates and access to information throughout the process.

Stakeholders will be afforded the opportunity to be provided feedback and raise concerns and ask questions throughout the process, via a number of mediums including, briefings, email, PSA representation and with senior management.

6. Workforce planning needs and impact on services and functions

The proposed structure follows the principles of organisational design under the Government Sector Employment Act 2013.

The proposed structure supports changes to the delivery of services to clients, succession planning, and promotes career growth and development of employees

7. Changes to organisational structure

A summary of the overall changes to the establishment are outlined below.

All employees will be reviewed through the placement proposal process below, or directly appointed to applicable vacancies, at grade, wherever possible.

Each position in the proposed structure has been subject to role description development and a preliminary job evaluation in line with the PSC Guidelines and GSE legislation. The organisational design unit has reviewed the draft role descriptions to confirm grade evaluations. A full job evaluation by the organisational design unit will be completed once role descriptions are finalised.

Grade	Current FTE	Occupancy FTE (Substantive)	Acting FTE (Non-substantive/ not merit based)	Proposed FTE	Analysis
Clerk Grade 9/10	1.0	0	1.0	1.0	Recommendation: Role to be advertised

Clerk Grade 7/8	1.0	0	1.0	1.0	Recommendation : Role to be advertised
Clerk Grade 5/6	2.0	1.0	1.0	3.0	Recommendation: More roles than people. Direct appointment to role for existing substantive employee Remaining roles to be advertised
Clerk Grade 3/4	1.0	1.0	0	1.0	Recommendation: Direct appointment to role for existing substantive employee
Total	5.0	2.0	3.0	6.0	

8. Proposed means for filling positions

The following placement policy is proposed to be utilised to fill the non-executive positions roles in the new Workforce Planning Unit structure:

Step 1	More roles than people. Direct appointments, at grade, of existing, substantive employees that have been have been comparatively assessed.
Step 2	Remaining positions will be externally advertised and job matching to excess employees across the broader public sector will occur. These remaining vacancies will be advertised through channels including, but not limited to, iworkforNSW, LinkedIn, Facebook and Seek. Internal, long term acting employees will be encouraged to apply.

It is proposed that advertising for the Clerk grade 9/10 position (Manager, Workforce Planning Unit) would commence first, to ensure that the successful candidate is able to participate in the recruitment process for their team. All remaining roles within the Workforce Planning Unit will then be advertised concurrently.

Until all positions are filled, the Workforce Planning Unit will continue to operate in its current state. Those employees currently engaged in long term acting arrangements will be provided the opportunity to continue in their acting arrangement and carry out the duties of the Assignment Area, as outlined in the current role descriptions and business processes.

The comparative assessment process to be undertaken by employees complies with rule 17 of the *Government Sector Employment (General) Rules 2014* and will include:

- Resume and application review
- Behavioural based interview
- Capability based assessment 1
- Capability based assessment 2
- Referee checks against the pre-established standards of the role

The selection panel for each role will be convened by a relevant Reporting Services Branch representative at the same or higher grade than the vacancy being recruited for. The panel will be comprised to ensure gender equity and a level of independence as required by the Department of Communities and Justice recruitment guidelines.

The appeal process is available to all internal, non-executive employees who meet the eligibility to request a review of the recruitment process, in line with the request for review of promotion decisions outlined in Rule 24 of the *Government Sector Employment (General) Rules 2014*.

9. Proposed voluntary redundancy program

A voluntary redundancy program is not proposed as it is not expected that any officers will be declared excess.

10. Impact of the restructure on EEO groups

There are no Workforce Diversity Groups (EEO) impacted by the proposed changes.

All reasonable adjustments will be accommodated to assist in the course of the transformation. The application and comparative assessment process will be modified to reduce the barriers to employment when required.

11. Impact on rural communities

There is no impact on engagement or services provided to rural communities.

12. Management of excess employees

It is not anticipated for any officers to become excess as a result of the proposed changes.

13. Management of temporary employees

There are no long term temporary employees impacted by the proposed changes.

Temporary officers are provided the opportunity to apply for ongoing roles after successfully completing a merit selection process.

14. Proposed timetable for implementation

Provide information on the proposed timing of key events and milestones throughout the life of the restructure. These may include, but are not limited to the following:

Action	Week beginning
Consultation with employees and PSA	9 th September 2019
Review of draft proposal and role descriptions by employees and PSA	16 th September 2019
Receipt and collation of feedback	30 th September 2019
Amendments to draft proposal and role descriptions	7 th October 2019
Consultation with employees and PSA on amended draft proposal	14 th October 2019
Finalise Change Management Plan and Role Descriptions	14 th October 2019
Approval by Deputy Secretary	21 st October 2019
Staff informed of Change Management Plan	21 st October 2019
Manager Clerk 9/10 position advertised	21 st October 2019
Advertisement close	4 th November 2019
Interviews conducted	11 th November 2019
Recruitment finalised	25 th November 2019
Proposed start date for Clerk 9/10	9 th December 2019

Other roles advertised (internally)	25 th November 2019
Interviews conducted	16 th December 2019
Internal recruitment finalised	23 rd December 2019
Remaining positions advertised externally	January 2020
New structure finalised	1 st March 2020

Note – the dates above are indicative only and can change subject to the consultation process.

DRAFT

Role Description

Coordinator, Workforce Planning Unit

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 7/8	
Role Number	Please insert position number/s	
ANZSCO Code	132111	
PCAT Code	1119192	
Date of Approval	HR to complete	Ref:
Agency Website	www.justice.nsw.gov.au	

Primary purpose of the role

Provide operational leadership, plan, manage and monitor the coordination of efficient and cost effective reporting and transcription services to clients in accordance with the agreed service agreements.

Key accountabilities

- Lead and monitor the allocation of resources to ensure cost effective service delivery of reporting and transcription in consultation with the Customer Service Officers and Centre Supervisors to ensure that work is appropriately distributed and clearly communicated across the state, taking into consideration planned and unplanned leave, costs and other business goals
- Monitor daily operational work priorities to ensure timely, efficient and quality services are provided and serve as an escalation point for matters requiring expert assistance
- Provide information to clients on the availability of recording resources and service delivery options to meet client needs
- Identify and allocate the reporting resources needed for court circuits in country and regional NSW, including the appropriate deployment of staff and equipment, to ensure that the needs of court sittings are met
- Provide accurate information, reports and data to the Manager, Workforce Planning Unit regarding court listings and staff availability to facilitate planning and distribution of reporting assignments and recommendations for change / continuous improvements
- Identify and report to the Manager, Planning and Workforce any trends, unusual or recurring issues including unmet demand to ensure that appropriate and timely planning measures can be taken
- Provide information and advice to the Centre Supervisors and Customer Service Officers regarding country circuits or assignments to ensure that appropriate planning measures are taken in various locations
- Provide information to external clients and discuss reporting resources allocated to proceedings to ensure that the needs of court sittings are met

- Liaise with the Business Services Unit and/or Technical Services Unit to resolve general reporter issues including training and poor performance on circuit

Key challenges

- Determining appropriate assignment of resources to country court circuits given the high demand for work and the need to constantly revise staffing to determine appropriate resourcing within court constraints
- Working in a dynamic and complex environment which requires a high degree of accuracy and attention to detail with competing pressures and changing client requirements

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Seek direction, advice and support • Provide regular updates and keep informed • Escalate issues
Work Team	<ul style="list-style-type: none"> • Provide direction, support and expert advice • Communicate changes to work practices, policies, procedures • Request information in real time • Seek information • Solve, respond to and escalate issues / queries
Stakeholders / Clients	<ul style="list-style-type: none"> • Provide information and obtain information • Provide basic instructions • Resolve issues and respond to queries
External	
Stakeholder / Clients	<ul style="list-style-type: none"> • Provide information and obtain information • Respond to queries and resolve issues

Role dimensions

Decision making

The Coordinator, Workforce Planning Unit is responsible for managing a team and oversees the coordination and allocation of resources to ensure effective transcription services are provided to appropriate jurisdictions and transcription Centres. Where appropriate, the role engages casual staff and contractors by contacting appropriate agencies to provide these resources.

The role, in consultation with the Manager, determines the most cost-effective resource utilisation of reporting resources. The position determines the selection on what resources are to be used and refers to and escalates issues to the Manager where appropriate.

The role organises the logistics of country requirements in consultation with the relevant Centre Supervisors as required and is accountable for ensuring that the Work Health and Safety and rehabilitation requirements of reporting staff are adequately met in each of the sitting locations and that appropriate equipment is functioning and available.

Reporting line

Manager, Workforce Planning Unit

Direct reports

4

Budget/Expenditure

NA

Essential requirements

- Demonstrated experience of operational and resource management skills
- Demonstrated experience in rostering and planning
- Technical experience with recording and transcription equipment



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
 Personal Attributes	Display Resilience and Courage	Intermediate
	Act with Integrity	Adept
	Manage Self	Intermediate
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Intermediate
	Influence and Negotiate	Intermediate

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	Deliver Results	Foundational
	Plan and Prioritise	Adept
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Foundational
	Finance	Intermediate
	Technology	Foundational
	Procurement and Contract Management	Foundational
	Project Management	Foundational
	Manage and Develop People	Adept
	Inspire Direction and Purpose	Intermediate
	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
Personal Attributes Act with Integrity	Adept	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way and encourage others to do so Demonstrate professionalism to support a culture of integrity within the team/unit Set an example for others to follow and identify and explain ethical issues Ensure that others understand the legislation and policy framework within which they operate Act to prevent and report misconduct, illegal and inappropriate behaviour
Relationships Commit to Customer Service	Adept	<ul style="list-style-type: none"> Take responsibility for delivering high quality customer-focused services Understand customer perspectives and ensure responsiveness to their needs Identify 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Work Collaboratively	Intermediate	<ul style="list-style-type: none"> • Build a supportive and co-operative team environment • Share information and learning across teams • Acknowledge outcomes which were achieved by effective collaboration • Engage other teams/units to share information and solve issues and problems jointly • Support others in challenging situations
Results Plan and Prioritise	Adept	<ul style="list-style-type: none"> • Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team/unit goals, strategies and plans • Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate achievements and adjust future plans accordingly
Results Think and Solve Problems	Intermediate	<ul style="list-style-type: none"> • Research and analyse information and make recommendations based on relevant evidence • Identify issues that may hinder completion of tasks and find appropriate solutions • Be willing to seek out input from others and share own ideas to achieve best outcomes • Identify ways to improve systems or processes which are used by the team/unit
Business Enablers Finance	Intermediate	<ul style="list-style-type: none"> • Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending • Take account of financial and budget implications, including value for money in planning decisions • Present basic financial information to a target audience in an appropriate format • Understand financial audit, reporting and compliance obligations and the actions needed to satisfy them • Display an awareness of financial risk and exposure and solutions to address these
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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		performance development frameworks
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ROLE DESCRIPTION

Customer Service Officer

Cluster	Stronger Communities	
Department	Department of Communities and Justice	
Division/Branch/Unit	Courts & Tribunal Services – Reporting Services Branch	
Location	Sydney	
Classification/Grade/Band	Clerk Grade 5/6	
Role Number	Please insert position number/s	
ANZSCO Code	531111	
PCAT Code	1119192	
Date of Approval	HR to complete	Ref:
Agency Website	www.justice.nsw.gov.au	

Primary purpose of the role

Assists the unit with the planning and rostering of appropriate resources, across the state, to deliver operationally efficient and cost effective resourcing solutions that comply with relevant standards, policies and procedures

Key accountabilities

- Develop rosters, in consultation with the Coordinator, Workforce Planning, to ensure the appropriate resources are allocated efficiently and effectively to deliver high quality services to clients
- Complete operational activities in a timely and efficient manner to meet client needs
- Provide support and advice to operational staff about court sitting times, stages of proceedings, use of technical equipment, and transcription services and standards
- Liaise with technology support for the provision of appropriate technology and/or equipment for staff and courts
- Build and maintain relationships to ensure effective, consistent communication between the business unit, staff and clients
- Respond to client enquiries with accurate information and identify opportunities for service improvements
- Contribute to and assist in the compilation of data and preparation of reports to ensure informed business decisions are made regarding the support and resources required by operational staff
- Contribute to the development of alternative service delivery methods that meet the requirements of the client

Key challenges

- Working independently to support the allocation of operational resources to provide more flexible services
- Maintaining effective client relationships, particularly when the operational unit is facing heavy workloads and tight deadlines and encouraging staff to work to their potential as an effective team

- Working in a dynamic and complex environment with competing pressures and changing client requirements in both regional and metro areas whilst maintaining sensitivity in responding to the needs of staff and the demands of clients

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Receive guidance and direction • Provide regular updates and shares information pertaining to the allocation of staff • Negotiate shared solutions to court and operational issues • Share identified opportunities for improved service delivery
Work Team / Business Unit	<ul style="list-style-type: none"> • Work collaboratively to contribute to achieving the teams outcomes and support team members and the wider business unit • Liaise with the management team and participate in meetings to share information and advice pertaining to issues critical to staffing courts • Liaise with work teams and operational support functions regarding workload at transcription units and possible reallocation of work
Stakeholders / Clients	<ul style="list-style-type: none"> • Develop and maintain effective working relationships and open channels of communication • Respond to queries and resolve issues • Consult, provide and obtain information
External	
Stakeholders / Clients	<ul style="list-style-type: none"> • Develop and maintain effective working relationships and open channels of communication • Share information and builds collaborative networks for developing best practice services • Respond to queries and resolve issues • Consult, provide and obtain information • Identify successful models, technologies and strategies that might be adopted within NSW
Contractors	<ul style="list-style-type: none"> • Liaise to arrange service delivery • Negotiate service arrangements and agreements

Role dimensions

Decision making

The role has autonomy and makes decisions that are under their direct control as directed by their Manager and are guided by established policies and procedures. It manages own work priorities and monitors workflow amongst relevant working groups.

The role refers to and escalates issues and decisions to their Manager where appropriate.

Reporting line

Coordinator, Workforce and Planning

Direct reports

Nil

Budget/Expenditure

Nil

Essential requirements

Demonstrated relevant experience and / or knowledge of resource allocation / utilisation and rostering principles to meet operational business requirements and stakeholder needs





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>


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 Results	Deliver Results	Foundational
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	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Foundational
 Business Enablers	Finance	Intermediate
	Technology	Foundational
	Procurement and Contract Management	Foundational
	Project Management	Foundational

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	Manage and Develop People	N/A
	Inspire Direction and Purpose	N/A
	Optimise Business Outcomes	N/A
	Manage Reform and Change	N/A

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NSW Public Sector Capability Framework

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Personal Attributes Act with Integrity	Intermediate	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way Support a culture of integrity and professionalism Understand and follow legislation, rules, policies, guidelines and codes of conduct Help others to understand their obligations to comply with legislation, rules, policies, guidelines and codes of conduct Recognise and report misconduct, illegal or inappropriate behaviour Report and manage apparent conflicts of interest
Relationships Commit to Customer	Adept	<ul style="list-style-type: none"> Take responsibility for delivering high quality customer-focused services Understand customer perspectives and ensure responsiveness to their needs Identify 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
Results Plan and Prioritise	Adept	<ul style="list-style-type: none"> Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work Initiate, prioritise, consult on and develop team/unit goals, strategies and plans Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses Ensure current work plans and activities support and are consistent with organisational change initiatives Evaluate achievements and adjust future plans accordingly
Business Enablers	Intermediate	<ul style="list-style-type: none"> Understand basic financial terminology, policies and processes,

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Finance		<p>including the difference between recurrent and capital spending</p> <ul style="list-style-type: none">• Take account of financial and budget implications, including value for money in planning decisions• Present basic financial information to a target audience in an appropriate format• Understand financial audit, reporting and compliance obligations and the actions needed to satisfy them• Display an awareness of financial risk and exposure and solutions to address these

ROLE DESCRIPTION

Senior Manager Reporting Services

Cluster	Stronger Communities	
Department	Department of Communities and Justice	
Division/Branch/Unit	Courts, Tribunals and Service Delivery / Strategy, Reform and Support / Support Services / Reporting Services Branch	
Location	Sydney	
Classification/Grade/Band	Clerk Grade 11/12	
Role Number	50008355	
ANZSCO Code	139999	
PCAT Code	1318392	
Date of Approval	HR to complete	Ref:
Agency Website	www.justice.nsw.gov.au	

Primary purpose of the role

Manage, plan and coordinate the allocation and application of resources within a large reporting services unit to achieve the highest level of service/program delivery in accordance with relevant legislation, jurisdictional environments and relevant departmental policy, procedures and standards.

Deliver quality reporting and transcription services through effective management of technology improvements and a changing environment.

Key accountabilities

- Provide high level leadership and management to a large multidisciplinary team to achieve the required service delivery outcomes
- Develop and implement operational plans which facilitate the achievement of government and corporate objectives and targets
- Contribute to appropriate forecasting and workload management strategies
- Implement processes to monitor and evaluate the quality of services and programs to ensure high quality delivery according to the identified risks and related needs of clients
- Provide expert advice, both technical and professional to staff, senior executives and external organisations on service delivery best practice standard
- Develop and manage the reporting and transcription service, achieving optimum deployment of resources, to meet the day-to-day service priorities and requirements of courts, tribunals and other clients
- Oversee and review service delivery to ensure reporting and transcription services are provided in accordance with agreed quality standards, budget and timeframes, including acting to correct shortfalls in performance
- Develop and maintain a range of collaborative networks across the Department to support the smooth and effective delivery of reporting and transcription services.

- Manage the performance of staff in accordance with Department and government sector policies and guidelines

Key challenges

- Anticipating and responding quickly to changes in resource availability across all class of resources to minimise service delivery impacts. Lead and develop a client service culture across a geographically dispersed workforce of operational and support staff
- Managing and maintaining clear and consistent communication links with staff across all locations to ensure service delivery outcomes and business needs are met within tight timeframes and budgets
- Supporting the Director, Support Services and championing change when implementing strategic reforms and technological solutions across the business unit
- Maintaining current knowledge of research outcomes, best practice models and emerging issues and trends in a dynamic environment.

Key relationships

Who	Why
Internal	
Director, Support Services	<ul style="list-style-type: none"> • Escalate issues, keep informed and receive instructions • Provide regular updates on service delivery performance and priorities • Assist with the assessment of medium to long-term trends in service demands • Provide accurate, relevant and timely management reporting, including human resource issues • Review and provide input into vendor/service provider contracts, service level agreements, memorandum of understanding or other suitable service agreements
Work Team	<ul style="list-style-type: none"> • Provide direction and manage performance. • Review work of operational managers and staff. • Obtain perspective and share information. • Communication with staff daily on the progress, achievements, work allocations, and provides leadership and support on complex issues and corporate information
Clients	<ul style="list-style-type: none"> • Keep informed, provide expert advice and receive instructions • Participate in meetings to represent work group perspective and share information, project updates and contribute to the resolution of issues • Build effective networks and client relationships and manage stakeholder expectations
External	
Vendors / service providers	<ul style="list-style-type: none"> • Monitor and report on provision of service to ensure compliance

Who	Why
	with contracts and service agreements
	<ul style="list-style-type: none"> • Resolve routine issues • Keep informed and share information
Employee representatives	<ul style="list-style-type: none"> • Consult and liaise with in various forums
Members of the legal profession	<ul style="list-style-type: none"> • Provision of expert advice • Receive feedback and resolve issues

Role dimensions

Decision making

The role has autonomy in day to day operation, coordinating and managing the delivery of reporting and transcription services. The Senior Manager Reporting Services makes decisions on matters under their direct control. The role has high level of autonomy with commitments to projects under agency agreements and must produce reportable deliverables. The role analyses and assesses information and makes decisions on service delivery.

The role negotiates outcomes, timeframes and resources with the Director, Support Services and stakeholders. The role has discretion in deciding how services will be delivered, and may consult with the Director, Support Services on more complex matters.

The role exercises a range of human resource and financial delegation, within the provisions of the delegations manual, policies, procedures and relevant legislation.

Reporting line

Director, Support Services

Direct reports

15 direct reports and 170 indirect reports

Budget/Expenditure

As per Financial Delegations

Essential requirements






- Relevant tertiary qualifications or equivalent experience
- An understanding of the functions and procedures of the NSW court system
- Sound operational and resource management 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
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Intermediate
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Adept

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 Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> 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
Relationships Commit to Customer Service	Adept	<ul style="list-style-type: none"> Take responsibility for delivering high quality customer-focused services Understand customer perspectives and ensure responsiveness to their needs Identify 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
Results Delivery Results	Advanced	<ul style="list-style-type: none"> 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
Results	Adept	<ul style="list-style-type: none"> Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Plan and Prioritise		<ul style="list-style-type: none"> Initiate, prioritise, consult on and develop team/unit goals, strategies and plans Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses Ensure current work plans and activities support and are consistent with organisational change initiatives Evaluate achievements and adjust future plans accordingly
Business Enablers Procurement and Contract Management	Adept	<ul style="list-style-type: none"> Apply legal, policy and organisational guidelines and procedures in relation to procurement and contract management Develop well written, well-structured procurement documentation that clearly sets out the business requirements Monitor procurement and contract management processes to ensure they are open, transparent and competitive, and that contract performance is effective Be aware of procurement and contract management risks, and what actions are expected to mitigate these Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles Escalate procurement and contract management issues where required
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> 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 Provide timely, constructive and objective feedback to staff Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Adept	<ul style="list-style-type: none"> Actively promote change processes to staff and participate in the communication of change initiatives across the organisation Provide guidance, coaching and direction to others managing uncertainty and change Engage staff in change processes and provide clear guidance, coaching and support Identify cultural barriers to change and implement strategies to address these

PROPOSAL - Workforce Planning Unit Structure

