

GENERAL MANAGER, ADELAIDE WOMEN'S PRISON AND PRE-RELEASE CENTRE FOR THE DEPARTMENT FOR CORRECTIONAL SERVICES





About the Department for Correctional Services

The Department employs approximately 2000 staff and has responsibility for nine prisons and fifteen Community Corrections Centres across the state. Our vision is making a difference to reduce reoffending.

We work towards this through the contribution of staff who are employed in a wide variety of fields, from correctional officers and teachers to social workers, psychologists, and supervisors of court orders. Their commitment ensures we deliver quality services to prisoners, offenders, and victims of crime.

We strongly promote diversity and equity in our workforce, which directly contributes to greater effectiveness and better outcomes. The Department receives strong bipartisan support on the strategic direction of the agency and is committed to achieving our set targets.

In a supportive and collaborative environment, you will encounter interesting professional challenges and you will work alongside dedicated and passionate people who help to turn around the lives of offenders and rebuild lives affected by crime

About the Role

The Adelaide Women's Prison (AWP) and Adelaide Pre-Release Centre (APC) is situated within the metropolitan area of Adelaide approximately 10 km north of the Adelaide CBD. AWP facilitates and provides, services, education, development and work opportunities for up to 352 female prisoners. It has a prisoner industry facility with Custodial Specialist staff to enhance and support rehabilitation of offenders.

The APC is a low security institution which provides domestic type accommodation for a maximum of 84 low security male/female prisoners who are working towards their release from the institution, through various pre-release programs, inclusive of education, work and social activities.

The Department for Correctional Services is seeking an innovative and highly experienced leader to join our diverse and talented executive team in supporting and delivering our strategic agenda and direction.

The General Manager, Adelaide Women's Prison and Pre-Release Centre (AWP/APC) is responsible for the overall management of the AWP/APC including;

- Providing leadership and direction to all AWP/APC management team and staff.
- Ensuring the development and implementation of an effective, humane and quality correctional system.
- Ensuring the proper efficient and effective management of the AWP/APC in line with best practice standards, and the Departmental Strategic and Business Plan.
- Providing leadership and direction in the effective management of staff, facilities, budget and expenditure that reflect continuous improvement and business excellence.

- Ensuring the provision of a secure and safe prison environment conducive to the rehabilitation, effective case management, personal development and welfare of prisons.
- Ensuring the effective implementation and integration of relevant departmental offender management policies, programs and services with a specific focus on the requirements of women in prison.





Remuneration

SAES 1: Executive Appointment for up to 3 years.

Enquiries

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Application Instructions

All applications must be submitted online via I Work for SA.

Applicants are required to submit a:

- Resume
- Cover letter addressing the essential Key Capabilities outlined in the Job and Person Specification.

Additional Information

The successful incumbent will be appointed for up to 3 years.

Applications close

08:30am on Monday 14thof October 2024.

Flexibility Statement

The South Australian public sector promotes diversity and flexible ways of working including part-time.

Applicants are encouraged to discuss the flexible working arrangements for this role.

Special Conditions

- Appointment up to 1-3 years.
- Intrastate/interstate travel and irregular working hours are likely to be a feature of this position.
- The incumbent will be required to achieve performance targets as negotiated and mutually agreed with the Executive Director, Community Corrections and Specialist Prisons, and in turn establish and monitor performance targets with those reporting to the position.
- Appointment subject to a satisfactory National Criminal History check.





Key Relationships / Interactions

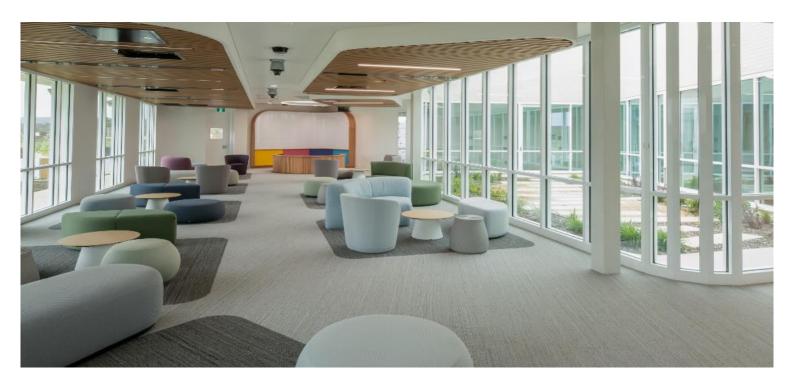
Direct working relationships

- Executive Director, Community Corrections & Specialist Prisons
- Deputy Chief Executive
- Chief Executive
- Senior Executive Group and their teams
- Manager, Security
- Manager, Accommodation
- Manager, Offender Development
- Other General Managers, Regional Directors in Community Corrections, and Directors and other Senior Managers in other Directorates.
- Key Internal and external stakeholders in relation to custodial issues.



Key Challenges

- Providing a secure and safe prison environment conducive to the rehabilitation, effective case management, personal development and welfare of Prisons at AWP/APC.
- Effectively implementing and integrating relevant departmental offender management policies, programs and services with a specific focus on the requirements of women in prison.
- Successfully delivering initiatives in the Department's Women Offender's Framework.
- Delivering on Closing the Gap to reduce the rate of Aboriginal adults incarcerated, with a commitment to a new target of reducing reoffending 20% by 2026 (20by26).
- Successfully implementing and monitoring the Department's risk management and Operational Compliance Framework within AWP/APC.
- Successfully meeting the established key
 Performance Indicators, including but not limited to:
 - Achieving a zero target for Escapes from Custody and Unnatural Deaths in prison Custody.
 - Ensuring no major disruption to the operation of the Prison that involves defiance and disorder by one or more prisoners.
 - Striving for exceptional performance targets in areas such as Serious Specified Incidents, Time out of Cells, Purposeful Activities for Prisoners, Budget management, Work Health and Safety, Staff Performance and Training



Key Outcomes

- Providing leadership in the management of AWP/APC's staff, prisoners, and facilities in line with best practice standards, legislative requirements, and the Department's Strategic and Business Plans.
- Development and implementing accountability systems, quality assurance and continuous quality strategies.
- Developing and implementing effective consultation strategies with staff and communication with prisoners.
- Leading, encouraging and facilitating an operational management culture in the Prison which build natural respect between staff and prisoners.
- Promptly undertaking investigations with regard to risk management, critical incidents and disciplinary issues, and preparing Departmental and Ministerial reports and briefings.
- Ensuring the provision of a secure and safe prison environment conducive to the rehabilitation, effective case management, personal development, and welfare of prisoners.
- Ensuring the effective implementation and integration of relevant departmental offender management policies, programs, and services with a specific focus on the requirements if women in prison.
- Implementing programs and services for mothers and children, including residential programs.
- Contributing to reducing Aboriginal incarceration in South Australia by delivering culturally appropriate rehabilitation services for Aboriginal Prisoners.

Key Outcomes

- Providing advice to the Chief Executive, the Deputy Chief Executive, Statewide Operations, Executive Director, Community Corrections and Specialist prisons and Senior Management on operational matters with regard to custodial services within prison.
- Monitoring the Centre's emergency response capacity and developing and implementing comprehensive emergency plans.
- Developing, implementing and monitoring culturally appropriate programs spanning education, work, recreation, health and therapy with the objective of improving attitudes, behavior, knowledge, skills and well-being of prisoners.
- Developing and implementing specific and relevant local policies, programs and targeted interventions for special groups and individuals including, women, Aboriginal, non-English speaking background, and for prisoners with intellectual disability, or special mental or physical health needs.
- Ensure all complaints and complex matters referred from the Complaints Assessment Committee (CAP) are comprehensively investigated and managed.
- Liaising with Local Government, local industries, and local community groups to develop off-campus work and learning opportunities for low security prisoners.
- Facilitating the re-integration of prisoners into the community through the development of pre-release programs.
- Collaborating in the development and management if the Prion's industries which also contribute to revenue/resource generation.

Key Capabilities

- High level management, strategic thinking, and leadership skills to work collaboratively as a member of a high performing executive leadership team in a large, complex, service-orientated organisation.
- Extensive experience managing human, financial and physical resources to meet organisational and government objectives.
- High-level management and leadership skills including the ability to provide direction, mentoring and support to staff working in a sensitive area requiring high quality results.
- Proven successful experience at a senior management level in effective strategic planning, monitoring the performance of a business unit and driving continuous improvement.
- Demonstrated ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes in an innovative and resourceful manner.
- High level of knowledge and understanding of contemporary strategic and operational services issues, and trends and practises with experience in the development and achievement of strategic goals.
- A sound understanding of the political and socioeconomic sensitivities that impact on the planning, development funding, delivery and management of correctional services and facilities.
- Manages conflict and where necessary consult, mediate and negotiate solutions across diverse viewpoints amongst staff.
- Effective planning and management of services and programs appropriate to the needs of Female prisoners, Aboriginal prisoners and other cohorts within correctional facilities.
- Proven exceptional interpersonal and communication skills, and negotiation and conflict resolutions skills, including the ability to build effective working relationships, networks and partnerships with internal and external organisations and individuals at all levels.
- Understanding of, and ability to manage according to the legislative requirements of the Work Health & Safety Act, Regulations, and associated Codes of Practice, utilising AS/NZS ISO 31000:2018 Risk Management.

Qualifications

Essential: NIL

Desirable: Appropriate tertiary or post graduate qualification in a Justice Administration, Behavioral Sciences, Business Administration or other relevant discipline.

Corporate Responsibilities

A requirement to understand, observe, conform, and adhere to:

- Legislative requirements that apply to the role. This includes, but is not limited to, the Public Sector Act; Correctional Services Act, Work Health & Safety Act, Return to Work Act, Equal Opportunity Act, Independent Commissioner Against Corruption Act, the State Records Act, and various relevant industrial awards and enterprise agreements. The Public Sector Principles and Practices including the SA Public Sector Code of Ethics, the Professional Conduct Standards, the Commissioner's Determinations and Guidelines, Information Privacy Principles, Information Sharing Guidelines, DCS Human Resource policies and guidelines, DCS Core Values and the South Australian Protective Security Framework.
- DCS employees will maintain the integrity and security of official or confidential information for which they are responsible. Employees will also ensure that an individual's privacy is maintained and will only release or disclose information in accordance with relevant legislation, industrial instruments, policy, or lawful and reasonable direction.
- Work health and safety, and injury management requirements as set out in relevant legislation, Public Sector and DCS policies and procedures, including complying with any reasonable instruction associated with these documents.

SAES Selection Criteria: Core Competencies

Shapes Strategic Thinking and Change

- Creates vision
- Inspires
- Thinks and acts strategically
- Leads and influences change
- Solves problems

Achieves Results

- Achieves and delivers results
- Drives organisational effectiveness
- Exercises sound judgement
- Manages compliance with legislation
- Assumes accountability
- Evaluates
- Applies technical expertise

Drives Business Excellence

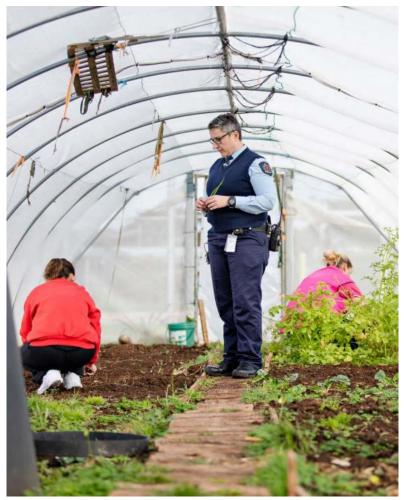
- Influences organisational performance
- Predicts and plans for future organisational needs
- Leads and develops people
- Builds capability and expertise
- Promotes a customer service ethos
- Directs resources

Forges Relationships and Engages Others

- Develops and uses political savvy
- Negotiates and influences
- Manages conflict
- Promotes information sharing and the gathering of knowledge
- Establishes and maintains strategic networks
- Communicates clearly and adapts to audience

Exemplifies Personal Drive and Professionalism

- Models the South Australian Executive Service values
- Engages with risk and shows personal courage
- Displays flexibility and resilience
- Demonstrates self-awareness and a commitment to personal development
- Promotes and integrates diversity into the workplace
- Values wellbeing for self and others

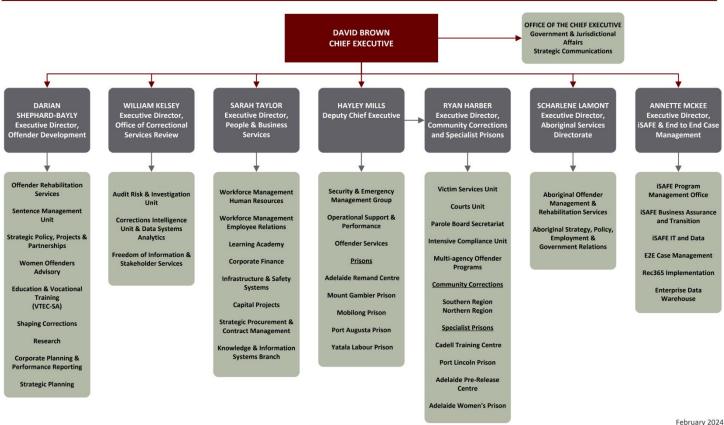




Organisation Chart



DEPARTMENT FOR CORRECTIONAL SERVICES

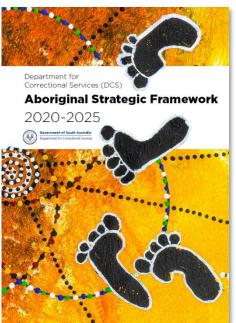


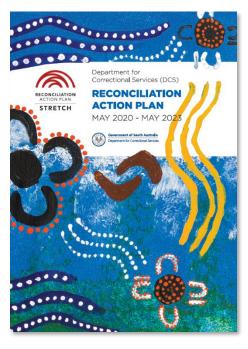


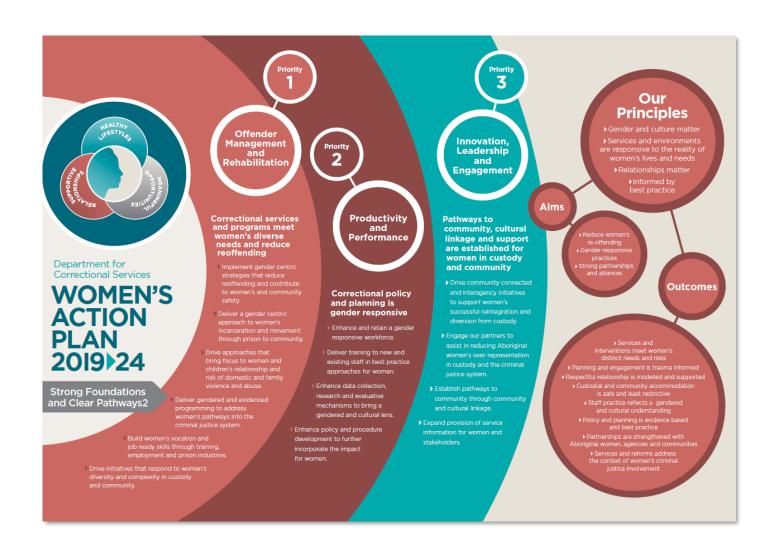


Strategic Documents









PLAN 2026

Making a difference to reduce reoffending We will
equip our staff
and partners to
deliver innovative
and evidence-based
services to achieve
our strategic
priorities.



our rioritles

Reducing Reoffending

Closing the Gap

High Performing Teams Innovation and Contemporary Practice Safe at Work

Pocur

We will invest in strategic initiatives that ensure that fewer people return to custody.

We will reduce the over-representation of Aboriginal people incarcerated in South Australia through cultural understanding and engagement.

We will actively contribute to improving outcomes for all people impacted by the criminal justice system.

We will think creatively and learn from best practice to ensure that DCS delivers world class correctional services. We will continue to prioritise the safety of staff, our partners, people under DCS supervision.

- Reduce reoffending 20% by 2026.
- Develop a Smart Justice Strategy.
- Progress business case for a Rehabilitation Prison.
- Deliver Strong Foundations and Clear Pathways2 for women.
- Continue investment in services that reduce reoffending.
- Support people in prison to positively contribute to their families and communities.
- Implement best practice approaches that target domestic violence and offending against children.

- Reduce the rate of Aboriginal people incarcerated in line with the national Closing the Gap target.
- Continue to invest in innovative, culturally-responsive programs.
- Invest in community-based rehabilitation and reintegration services for Aboriginal South Australians.
- Deliver on DCS' Aboriginal Strategic Framework and action plans.
- Strengthen partnerships with Aboriginal Community-Controlled Organisations.
- Procure new services from Aboriginalcontrolled services and enterprises.
- Increase DCS' cultural competence, Aboriginal employment rates and leadership.

- Highly visible and purposeful leadership
- Staff actively contribute their expertise.
- Embed the Stronger Performance, Stronger Teams Prisons Performance Framework.
- Fulfil training and development requirements.
- Develop a Digital Strategy to drive business system improvements.
- Deliver high-quality leadership programs.
- Embed victim-informed practice across DCS.

- Implement ISAFE.
- Evaluate and improve DCS policies and programs.
- Continue collaboration with DCS' expert partners.
- Implement a new end-to-end case management model.
- Participate in the global community of practice for corrections.
- Further develop alternatives to remand.

- Develop a highly visible and purposeful Workplace Health and Safety strategy.
- Physical, psychological and cultural safety is everyone's responsibility.
- Develop an Aboriginal cultural safety framework.
- Invest in DCS' Workplace Equality and Respect Program.
- Implement new initiatives that support staff wellbeing and resilience.

Fewer people return to custody.

- Increased access to rehabilitation and reintegration services.
- More people exit custody into stable work and housing.
- Our programs and return rates demonstrate value for the State.
- Fewer Aboriginal people are incarcerated in South Australia.
- Aboriginal voice to directly contribute to DCS program design and delivery.
- Exceed government target for procurement with Aboriginal controlled enterprises.
- Achieve a target of 8% Aboriginal participation in DCS' workforce.
- Mandatory training completion rates are exceptional.
- Improved service performance.
- DCS has a voice from all business and operational teams.
- Increased diversity across DCS.
- Prisons are achieving against the performance framework.

- ISAFE delivers information to the right people at the right time.
- DCS programs are evidence-based.
- Partners are engaged and provide input into new initiatives.
- More Smart Justice policy and design initiatives are developed.
- People under DCS supervision experience a seamless case management service.
- Fewer people are on remand in SA.

- Staff have the confidence to address safety issues, including inappropriate behaviours.
- All people who work for, or in partnership with, DCS feel safe and respected.
- Staff display professional behaviour.

How will we measure success?



Department for Correctional Services

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DEPARTMENT FOR CORRECTIONAL SERVICES







Government of South Australia Department for Correctional Services

EXECUTIVE ROLE DESCRIPTION

Manager Security; Manager Accommodation; Manager Offender Development Community Corrections & Specialist Prisons 11 2 2021 Department for Correctional Services POSITIONS REPORTING TO THIS ROLE Role Description Date January 2021 DIRECTORATE: **DEPARTMENT:** Delegate: This position reports to the Executive Director, Community Corrections & Specialist Prisons General Manager, Adelaide Women's Prison & Pre-Release Centre M30833 SAES1 REPORTING RELATIONSHIP Role Description Approval: CLASSIFICATION: POSITION NO/s: ROLE TITLE:

PRIMARY PURPOSE OF THE POSITION

The General Manager, Adelaide Women's Prison & Pre-Release Centre (AWP/APC) is responsible for the overall management of the AWP/APC including:

- Providing leadership and direction to all AWP/APC management team and staff
- Ensuring the development and implementation of an effective, humane and quality correctional system
- Ensuring the proper efficient and effective management of the AWP/APC in line with best practice standards, and the Departmental Strategic and Business Plans.
- Providing leadership and direction in the effective management of staff, facilities, budget and expenditure that reflect continuous improvement and business excellence
- Ensuring the provision of a secure and safe prison environment conducive to the rehabilitation, effective case management, personal development and welfare of prisoners

 Ensuring the effectively implementation and integration of relevant departmental offender management policies, programs and services with a specific focus on the requirements of women in

SAES SELECTION CRITERIA: OVERVIEW

The South Australian Executive Services (SAES) competencies form the foundation of all aspects of the SAES and articulate the core behaviours required of SAES executives to achieve the highest level of performance in a public sector leadership role.

All SAES executives are expected to demonstrate behavioural proficiency in the below competencies:

SAES SELECTION CRITERIA: CORE COMPETENCIES

Shapes Strategic Thinking and Change

- Creates Vision
 - Inspires
- Thinks and acts strategically
- Leads and influences change
- Solves problems

Achieves Results

- Achieves and delivers results
- Drives organisational effectiveness
 - Exercises sound judgement
- Manages compliance with legislation
 - Assumes Accountability
- Evaluates
- Applies Technical Expertise

Drives Business Excellence

- Influences organisational performance
- . Predicts and plans for future organisational needs
 - Leads and develops people

Exemplifies Personal Drive and Professionalism

Establishes and maintains strategic networks Communicates clearly and adapts to audience

Promotes information sharing and the gathering of knowledge

Forges Relationships and Engages Others

Develops and uses political savvy

Negotiates and influences

Manages Conflict

Promotes a customer service ethos

Directs Resources

Builds capability and expertise

Drives Business Excellence (cont.)

- Models the South Australian Executive Service values
 - . Engages with risk and shows personal courage
 - Displays flexibility and resilience
- Demonstrates self-awareness and a commitment to personal development
 - Promotes and integrates diversity into the workplace
- Values wellbeing for self and others

KEY CHALLENGES: Major challenges currently associated with the role include:

- Providing a secure and safe prison environment conducive to the rehabilitation, effective case management, personal development and welfare of prisoners at AWP/APC.
- Effectively implementing and integrating relevant departmental offender management policies, programs and services with a specific focus on the requirements of women in prison.
 - Successfully delivering initiatives in the Department's Women Offender's Framework.
- Successfully implementing and monitoring the Department's risk management and Operational Compliance Framework within AWP/APC.
 - Successfully meeting the Better Prison's SA Public Prisons Key Performance Indicators, including but not limited to:
 - Achieving a zero target for Escapes from Custody and Unnatural Deaths in Prison Custody.
- Ensuring no major disruption to the operation of the Prison that involves defiance and disorder by one or more prisoners.
- Striving for exceptional performance targets in areas such as Serious Specified Incidents, Time out of Cells, Purposeful Activities for Prisoners, Budget Management, Staff Performance and

KEY OUTCOMES:

- Providing leadership in the management of AWP/APC's staff, prisoners, and facilities in line with best practice standards, legislative requirements, and the Department's Strategic and Business
- Developing and implementing accountability systems, quality assurance and continuous quality improvement strategies.
 - Developing and implementing effective consultation strategies with staff and communication with prisoners.
- Leading, encouraging and facilitating an operational management culture in the Prison which builds mutual respect between staff, and between staff and prisoners.
- Promptly undertaking investigations with regard to risk management, critical incidents and disciplinary issues, and preparing Departmental and Ministerial reports and briefings.
 - Ensuring the provision of a secure and safe prison environment conducive to the rehabilitation, effective case management, personal development and welfare of prisoners.
- Ensuring the effective implementation and integration of relevant departmental offender management policies, programs and services with a specific focus on the requirements of women in
- Implementing programs and services for mothers and children, including residential programs.
- Contributing to reducing Aboriginal incarceration in South Australia by delivering culturally appropriate rehabilitation services for Aboriginal prisoners.
- Providing advice to the Chief Executive, the Deputy Chief Executive, Statewide Operations, Executive Director, Community Corrections and Specialist Prisons and Senior Management on operational matters with regard to custodial services within the Prison.
- Monitoring the Centre's emergency response capacity, and developing and implementing comprehensive emergency plans.
- Developing, implementing and monitoring culturally appropriate programs spanning education, work, recreation, health and therapy with the objective of improving the attitudes, behaviour, knowledge, skills and well-being of prisoners.
- Developing and implementing specific and relevant local policies, programs and targeted interventions for special groups and individuals including women, Aboriginal, non-English speaking background, and for prisoners with intellectual disability, or special mental or physical health needs.
 - Ensure all complaints and complex matters referred from the Complaints Assessment Committee (CAP) are comprehensively investigated and managed.
- Liaising with Local Government, local industries and local community groups to develop off-campus work and learning opportunities for low security prisoners.
 - Facilitating the re-integration of prisoners into the community through the development of pre-release programs.
- Collaborating in the development and management of the Prison's industries which also contribute to revenue/resource generation.
 - Managing industrial issues, and developing and maintaining constructive industrial relations with staff and Unions.
- Developing and implementing effective performance management and development review systems for Managers and other direct line reports.
 - Ensuring the effective implementation of the Department's risk management and Operational Compliance Framework within AWP/APC.

KEY RELATIONSHIPS / INTERACTIONS

Direct working relationships

- Executive Director, Community Corrections Specialist Prisons
- Chief Executive and the Deputy Chief Executive
- Other General Managers, Regional Directors in Community Corrections, and Directors
 - and other Senior Managers in other Directorates Key internal and external stakeholders in relation to custodial issues

SPECIAL CONDITIONS

- Appointment to a 1 3-year contract.
- Intrastate/ interstate travel and irregular working hours are likely to be a feature of this position.
 - Current driver's licence and the willingness to drive is a requirement.
- The incumbent will be required to achieve performance targets as negotiated and mutually agreed with the Chief Executive, and in turn establish and monitor performance targets with those reporting to the position.
 - Appointment subject to a satisfactory National Criminal History check.
- The General Manager, Adelaide Women's Prison and Pre-Release Centre is a designated position pursuant to SOP 105 Conflict of Interest.

QUALIFICATIONS:

Desirable: Appropriate tertiary or post graduate qualification in Justice Administration, Behavioural Sciences, Business Administration or other relevant qualifications

CORPORATE RESPONSIBILITIES:

A requirement to understand, observe, conform and adhere to:

- Legislative requirements that apply to the role. This includes, but is not limited to, the Public Sector Act; Correctional Services Act, Work Health & Safety Act, Return to Work Act, Equal Opportunity Act, Independent Commissioner Against Corruption Act, the State Records Act, and various relevant industrial awards and enterprise agreements. The Public Sector Principles and Practices including the SA Public Sector Code of Ethics, the Professional Conduct Standards, the Commissioner's Determinations and Guidelines, Information Privacy Principles, Information Sharing Guidelines, DCS Human Resource policies and guidelines and DCS Core Values.
 - DCS employees will maintain the integrity and security of official or confidential information for which they are responsible. Employees will also ensure that the privacy of individuals is maintained and will only release or disclose information in accordance with relevant legislation, industrial instruments, policy, or lawful and reasonable direction.
- Work health and safety and injury management requirements as set out in relevant legislation, Public Sector and DCS policies and procedures, including complying with any reasonable nstruction associated with these documents.

KEY CAPABILITIES:

Essential

- High level management, strategic thinking and leadership skills to work collaboratively as a member of a high performing leadership team in a sensitive and confidential environment.
 - Extensive experience managing significant human, financial and physical resources to meet organisational and government objectives.
- Proven successful experience at a senior management level in effective strategic planning, monitoring the performance of a business unit and driving continuous improvement. High level management and leadership skills including the ability to provide direction, performance management, mentoring and support to staff requiring high quality results.
- Demonstrated ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes in an innovative and resourceful manner.
- High level of knowledge and understanding of contemporary strategic and operational custodial services issues, and trends and practices with experience in the development and achievement
- A sound understanding of the political and socio-economic sensitivities that impact on the planning, development, funding, delivery and management of correctional services and facilities.
 - Manages conflict and where necessary consult, mediate and negotiate solutions across diverse viewpoints amongst staff.
- Effective planning and management of services and programs appropriate to the needs of Female prisoners, Aboriginal prisoners and other minority groups within correctional facilities.
- Proven exceptional interpersonal and communication skills, and negotiation and conflict resolution skills, including the ability to build effective working relationships, networks and partnerships with internal and external organisations and individuals at all levels.
- Understanding of, and ability to manage, the spirit and principles of the Premier's Safety Commitment and the legislative requirements of the Work Health & Safety Act, Regulations and associated Codes of Practice, utilising AS/NZS ISO 31000:2009 Risk Management.

Desirable:

- Knowledge of the structure and operation of the Department.
- General knowledge of personnel management principles under the Public Sector Act, Work Health & Safety Act, and the Equal Opportunity Act.