



**EXECUTIVE DIRECTOR,
OFFENDER DEVELOPMENT
FOR THE DEPARTMENT FOR CORRECTIONAL
SERVICES**

**MAKING A
DIFFERENCE SO
SOUTH AUSTRALIA
THRIVES**



**Government
of South Australia**



About the Department for Correctional Services

The Department employs approximately 1,900 staff and has responsibility for nine prisons and 15 Community Corrections Centres across the state. Our vision is for a safer community by protecting the public and reducing re-offending.

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 role of Executive Director, Offender Development provides an exciting opportunity to make a difference to the South Australian community by reducing reoffending and implementing strategic change and reform.

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 Executive Director, Offender Development is accountable to the Chief Executive and provides strategic leadership, direction and management of:

- Offender Rehabilitation Services Unit – responsible for managing Offender Rehabilitation Programs and Services, Cross Border program, Prisoner Education and Vocational Training strategy, Volunteers Unit and Chaplaincy Services.
- Sentence Management Unit – responsible for providing a professional assessment, sentence planning and case management review service.
- Strategic Policy, Projects and Partnerships – responsible for the development, oversight and implementation of key departmental criminal and justice strategies and reforms.
- Development of the Department for Correctional Services strategic and business plans in line with agency and whole of government requirements.



Remuneration

SAES 1: Executive Appointment for up to 3 years.

Enquiries & Applications

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Consultants

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Application Instructions

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

11pm Sunday 16 February 2025

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 to a 1-3 year contract.
- 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 Chief Executive Officer, and in turn establish and monitor performance targets with those reporting to the position.
- Appointment subject to a satisfactory National Criminal History check.
- The Executive Director, Offender Development is a designated position pursuant to Policy 065 – Designated Positions.



Key Challenges

- Providing executive management and strategic leadership for the Offender Development Directorate to implement key reforms to meet the Department's Strategic Agenda.
- Driving and leading policy development, reform and strategic projects across the Department, including leading the *Reducing Reoffending: 20% by 2026* initiatives.
- Maintaining effective relationships between stakeholder oversight agencies and the Department's leadership team.
- Meeting demand for offender programs across prisons and the community.
- Ongoing implementation of the new/innovative offender/prisoner programs with a focus on improving the quality and quantity of programs.
- Improving the participation rate of Aboriginal prisoners in offender programs, education and vocational training.
- Driving improved outcomes for prisoner education, vocational training and employment pathways through innovation, practice leadership, industry partnerships and contracts.
- Developing and reviewing innovative and culturally appropriate offender / prisoner programs and services.

Key Challenges

- Evaluating and developing the evidence base to support program improvement or enable expansion / development of new programs/services.
- Contributing to the reduction of recidivism by monitoring and reviewing compliance of effective assessment, sentence planning and case management of prisoners and offenders that support rehabilitation and reintegration.

Key Relationships / Interactions

Direct working relationships

- Chief Executive
- Senior Executive Group and their teams

External working relationships

- Minister for Correctional Services and Ministerial Staff
- Judicial Officers of the Supreme, District & Magistrates Courts and the Presiding Member and Secretary of the Parole Board
- Effective partnerships with other government departments, community-based organisations, volunteers and the private sector to achieve meaningful and targeted rehabilitation and education programs





Key Outcomes

- Providing strategic leadership and management for the Offender Development Directorate to implement key reforms to meet the State's and Department's Strategic Agenda.
- Leading the ongoing development of service models for the provision of effective prisoner and offender rehabilitation services.
- Overseeing the strategic and operational management of Offender Rehabilitation Services Unit, Sentence Management Unit and Strategic Policy and Projects Unit.
- Providing leadership in relation to Prisoner Education and Vocational training in coordination with other Departmental branches.
- Providing leadership in relation to Aboriginal offender and prisoner services and Volunteer services.
- Overseeing strategic and operational adjustments to professional and other services where required by the State's strategic agenda.
- Actively contributing to the Department's Executive to develop a service model that enables connected service delivery across Statewide Operations and Offender Development Directorates.

Key Outcomes

- Providing strategic advice to the Correctional Services Executive on matters relating to ensuring the highest quality of assessment and planning for prisoners and offenders.
- Being responsible for specific areas of prisoner and offender service coordination and development as determined by the Chief Executive.
- Developing and implementing effective risk management strategies and systems to deliver safe and effective corporate governance.
- Contributing to the development of Departmental and across-government policies and practices.
- Providing strategic leadership and advice on key departmental strategies and projects in offender and prisoner management and rehabilitation.
- Developing and maintaining relevant strategic relationships with both internal and external stakeholders and represent the Chief Executive and the Department both within the State and at a national level in senior executive meetings, forums and steering committees.
- Providing leadership and direction to the Directorate including the effective management of staff, budget and expenditure that reflect continuous improvement and business excellence.
- Providing strategic advice to the Chief Executive and senior managers regarding legislative and policy reform.

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 and extensive experience managing significant human, financial and physical resources to meet organisational and government objectives.
- High level management, strategic thinking and leadership skills including the ability to provide direction, mentoring and support to staff working in a sensitive area requiring high quality results.
- Proven exceptional interpersonal and communication skills, negotiation and conflict resolution skills, including the ability to build effective working relationships, networks and partnerships with internal and external individuals at all levels.
- 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.
- Comprehensive knowledge and understanding of the factors contributing to the over representation of Aboriginals in the Criminal Justice System.
- Knowledge of the mechanics of government and the impact on organisational decision making.
- A demonstrated understanding of the political and socio-economic sensitivities that impact on the planning, development, funding, delivery and management of professional offender services.
- Comprehensive knowledge of and ability to interpret and apply relevant legislation and regulations.
- Demonstrated ability to review, develop and implement policy and procedure.

Key Capabilities

Essential:

- 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 31000:2018 Risk Management.

Qualifications

Essential:

- Appropriate tertiary or post graduate qualification in Criminology, Public Administration/Policy, Business, Management, or related field.

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

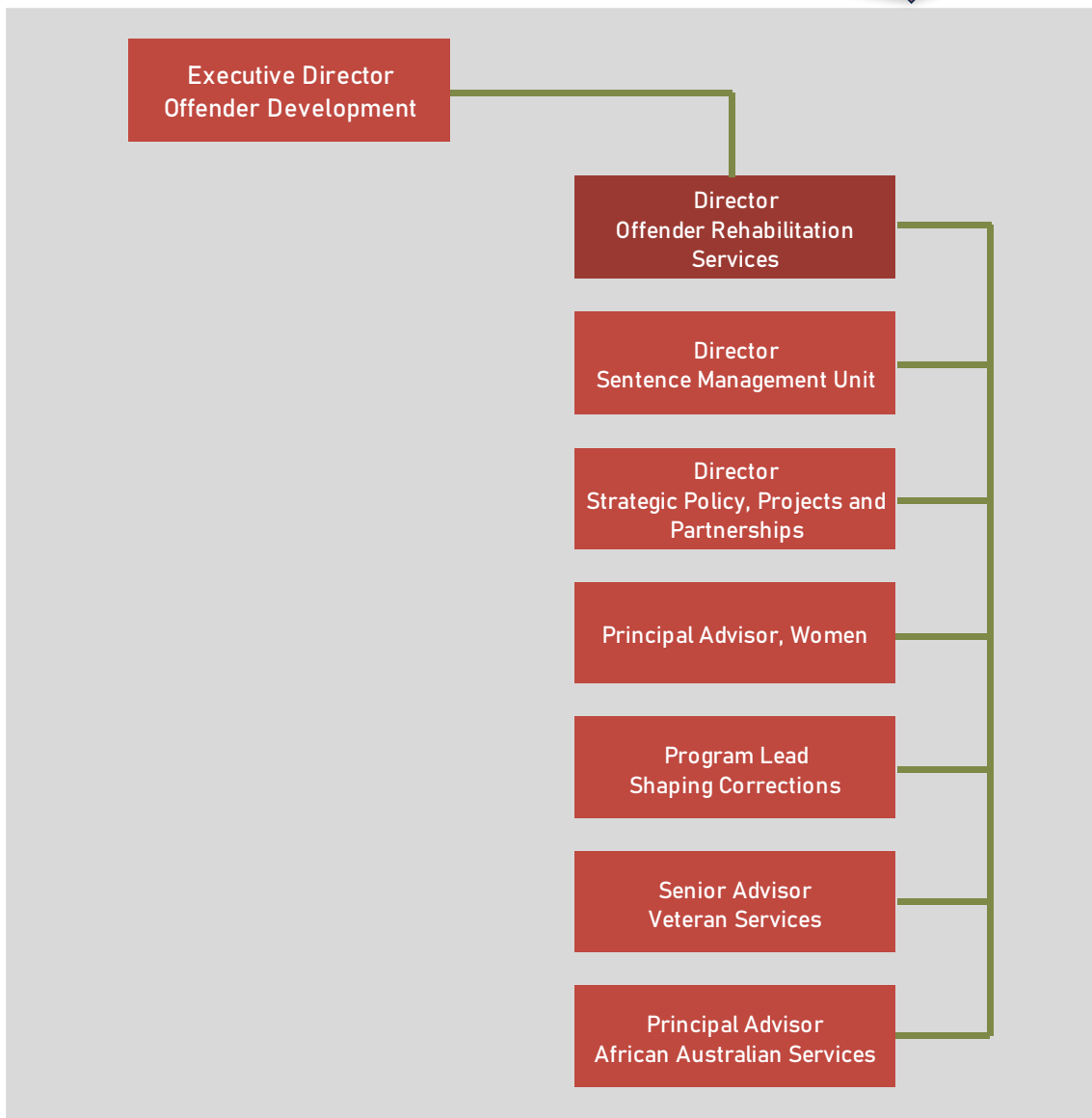
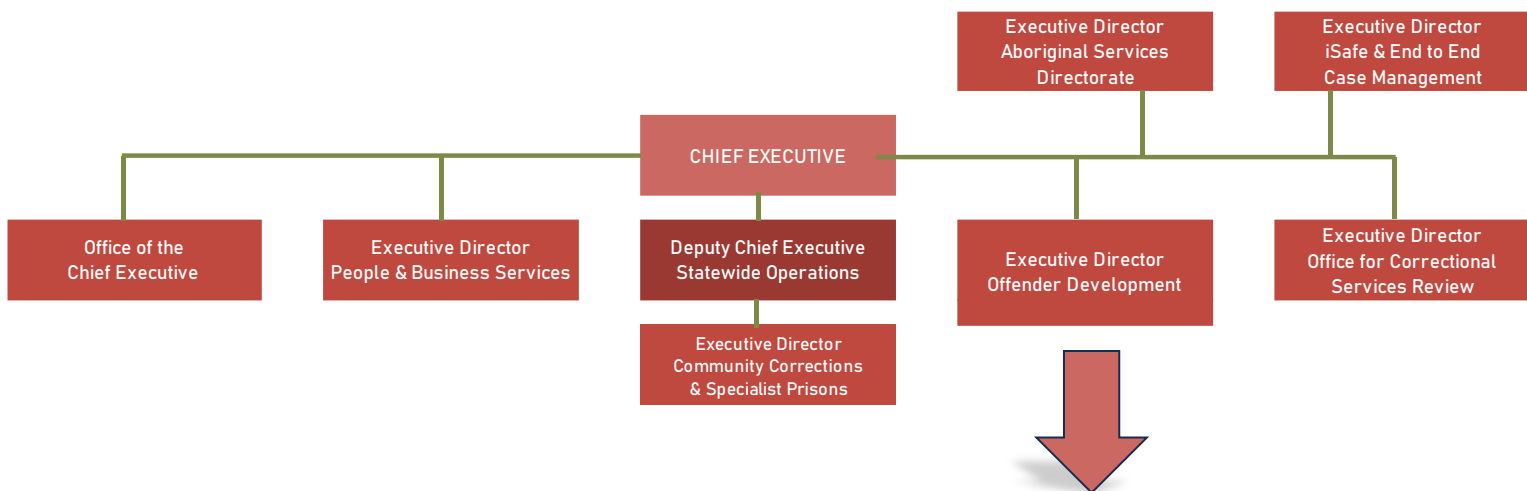
Forges Relationships and Engages Others

- 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

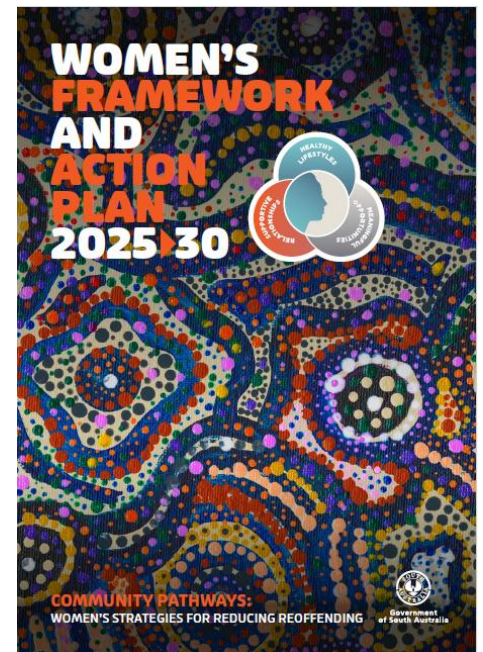
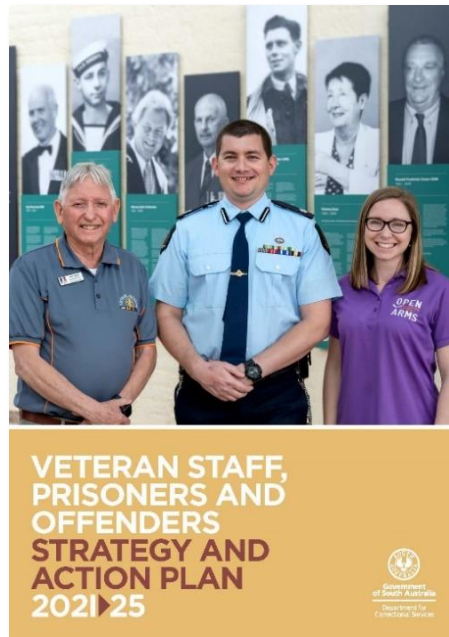
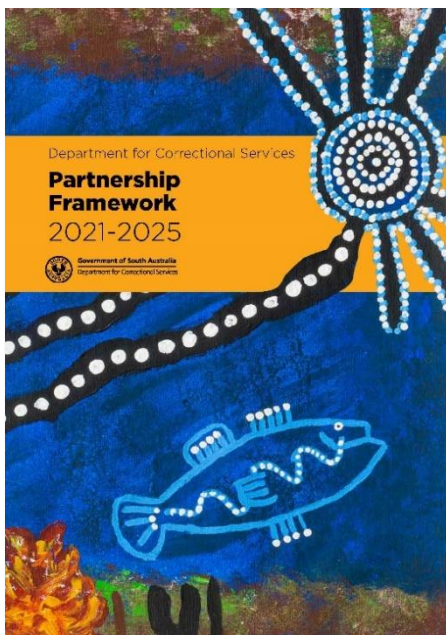
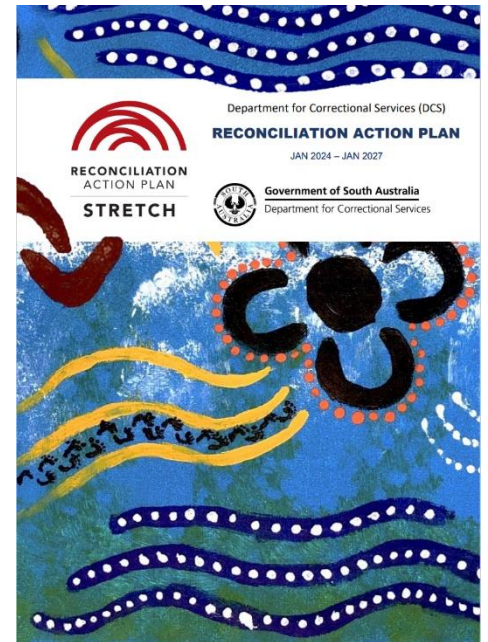
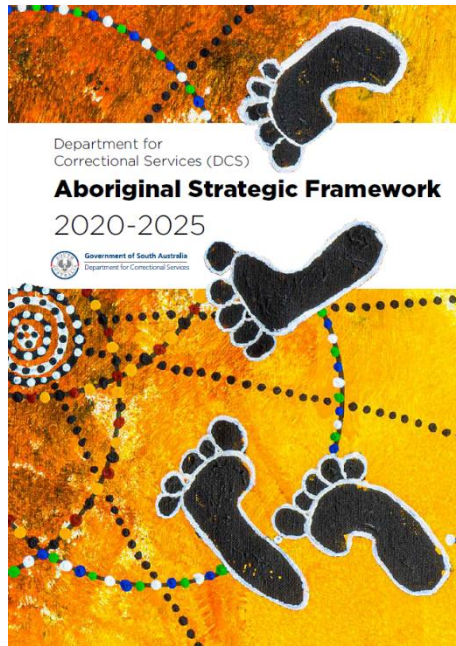
Exemplifies Personal Drive and Professionalism

- 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



Strategic Documents



STRATEGIC PLAN 2022 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.



Government of South Australia
Department for Correctional Services

Our Priorities

Reducing Reoffending

Closing the Gap

High Performing Teams

Innovation and Contemporary Practice

Safe at Work

Our Focus

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.

How will we achieve our priorities?

- ▶ 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 Aboriginal-controlled 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.
- ▶ Fulfill 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.

How will we measure success?

- ▶ 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.

We uphold the public sector values and are committed to making a difference for South Australians.



**Government
of South Australia**

Department for
Correctional Services

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