

Role Description

Lead, Strategy Projects



Education

Agency	NSW Department of Education
Division/Branch/Unit	School Workforce – People Group
Location	Parramatta
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	223111
Role Number	228381, 228382, 228391, 228392, 228396, 228397
PCAT Code	2224992
Date of Approval	July 2021
Agency Website	https://education.nsw.gov.au/

Agency overview

The NSW Department of Education serves the community by providing world-class education for students of all ages.

We ensure young children get the best start in life by supporting and regulating the early childhood education sector. We are the largest provider of public education in Australia with responsibility for delivering high-quality public education to two-thirds of the NSW student population. We are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

We are responsible for enacting NSW Government policy, driving improvement in education, and overseeing policy, funding and compliance issues relating to non-government schools. We respect and value Aboriginal and Torres Strait Islander people as First Peoples of Australia.

The School Workforce division develops and implements strategies to support school workforce strategy, recruitment, planning and development, including industrial relations and probity. It leads the department's relationship with initial teacher education providers and National Education Standards Authority, and school workforce performance management and development systems and support. It also incorporates the School Leadership Institute.

Primary purpose of the role

The Lead, Strategy Projects manages and coordinates the development, implementation and evaluation of complex strategies and projects to achieve specific outcomes and support the achievement of organisational objectives. The Lead, Strategy Projects will manage the development and delivery of multiple projects across the team, collaborate with various stakeholders to ensure effective high quality delivery of project and strategy outcomes, and support the implementation of school workforce policy and strategy initiatives.

Key accountabilities

- Manage and oversee all aspects of project planning, development and implementation for a range of projects, including developing project plans, coordinating resources, managing budgets, meeting reporting requirements, and supporting project-related activities, to ensure project outcomes are

achieved on time, on budget, to quality standards and within agreed scope in line with established agency project management methodology

- Research, analyse and review complex workforce strategy and policy issues, identifying emerging issues, developing evidence-based options, and recommended solutions to resolve problems and mitigate risks
- Provide expert policy advice and information to relevant stakeholders to facilitate the appropriate interpretation and implementation of policies and support department and/or Government policy initiatives
- Establish and maintain stakeholder relationships through effective communication, negotiation and issues management to engage stakeholders and ensure project deliverables are met
- Monitor and evaluate all aspects of project implementation, including risk and contingency management, benefits realisation, project impact and quality measures, to identify and address issues, assess project progress and effectiveness, and achieve project outcomes
- Manage a project team/s, ensuring compliance with governance and quality requirements, to successfully deliver all key project milestones and outcomes
- Undertake research and formulate recommendations to support evidence-based project planning and decision making
- Prepare correspondence, written reports, publications, and briefs, that are informative and aligned with organisational requirements, to respond to departmental and/or Government requests

Key challenges

- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
- Achieving deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple projects which are often complex and interconnected
- Delivering strategy and policy initiatives and projects to the required standards and timeframes, given the need to rapidly understand and integrate information and adapt in an often changing and unpredictable environment
- Help build a collaborative environment to facilitate collaboration across different teams to deliver quality work in a fast-paced environment

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Receive guidance and provide regular updates on key projects, issues and priorities • Provide advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Project Team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members • Work collaboratively to contribute to achieving team outcomes
Direct Reports	<ul style="list-style-type: none"> • Guide and manage performance and development
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on project related issues • Report and provide updates on project progress • Consult and collaborate to resolve project related issues, define mutual interests and determine strategies to achieve their realisation
External	
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on project related matters • Report and provide updates on project progress • Engage and consult in the resolution of project issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements • Consult, provide and obtain information, negotiate required outcomes and timeframes • Resolve and provide solutions to issues

Role dimensions

Decision making

The role has a high level of autonomy and is accountable for delivering quality strategic advice and project outcomes. The position has authority to manage day-to-day work priorities and to make decision relating to the delivery of strategic projects, and is fully accountable for the quality, integrity and accuracy of expert advice provided.

Reporting line

The Lead, Strategy Projects reports to a Manager in the Teacher Supply and Workforce Strategy Team, and will manage a number of projects involving different project managers and team members.

Direct reports

This role may have direct report/s depending on the project.

Budget/Expenditure

N/A

Key knowledge and experience

- Knowledge of and commitment to implementing the Department's [Aboriginal Education Policy](#) and upholding the [Department's Partnership Agreement with the NSW AECG](#) and to ensure quality outcomes for Aboriginal people.

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.



The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities


Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations 	Adept
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services 	Adept
 Results	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> • Assess work outcomes and identify and share learnings to inform future actions • Ensure that own actions and those of others are focused on achieving organisational outcomes • Exercise delegations responsibly • Understand and apply high standards of financial probity with public monies and other resources • Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety • Conduct and report on quality control audits • Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness 	Adept
 Business Enablers	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • Collaborate to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely and actionable feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolving issues • Effectively support and manage team members who are working flexibly and in various locations • Create a safe environment where team members' diverse backgrounds and cultures are considered and respected • Consider feedback on own management style and reflect on potential areas to improve 	Intermediate

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate