Role Description
Director, Strategic Planning

NSW GOVERNMENT | Education

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	School Improvement and Education Reform/Transformation
Role number	TBC
Classification/Grade/Band	Public Service Senior Executive Band 1
Child-related Role	Yes
Kind of Employment	Ongoing
ANZSCO Code	132411
PCAT Code	1131115
Date of Approval	4 June 2021
Agency Website	education.nsw.gov.au

Agency overview

We ensure young children get the best start in life by supporting and regulating the early childhood education and care 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.

Primary purpose of the role

The role leads the development of the Department's long-term strategy and Departmental roadmap (the operationalisation and prioritising of the Departmental Strategy) including the production of an annual Outcomes & Business Plan to guide department-wide prioritisation and delivery. The role also ensures Department Executives are provided with evidence-based insights into future trends, needs and strategic issues.

Key accountabilities

- Lead the development and refreshing of the Department's Strategic Plan, including coordinating the provision of strategic analysis to the Executive to inform priorities, based on research into key issues and trends in education

- Lead the creation, review and maintenance of a Departmental framework to inform planning and budget processes, including operationalising and prioritising the Department's Strategic Plan into a Departmental roadmap and producing an annual Outcomes & Business Plan in line with Treasury guidelines

- Lead and facilitate as required annual reviews of the Strategic Plan and quarterly internal reviews and Treasury reports on progress on the annual Outcomes & Business Plan.

- Lead strategic and business planning processes, aligning division priorities and resources to support division and Department shared objectives

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- Implement strategic plans and optimise operational performance with appropriate controls and processes across the division to ensure the Department's commitment to school improvement and other critical priorities to reflect Government, Cluster and Department frameworks, policies and guidelines

- Drive and evaluate operational performance outcomes which contribute to the achievement of the division's strategy and be accountable for providing detailed and reliable analysis to support strategic and dynamic decision making processes and to identify and drive opportunities for innovation

- Foster a culture which drives and encourages high performance, collaboration, agility and accountability in the delivery of educational outcomes aligned with the division's and Department's strategy; while modelling and promoting a strong risk culture throughout the business unit in line with the department's risk management and governance frameworks

- Lead, motivate and mentor the team, monitoring performance, fostering ongoing professional development and ensure staff have the knowledge and skills to achieve their work objectives in alignment with Department values.

Key challenges

- Establishing and maintaining a Department-wide framework for strategic planning that meets diverse business needs and incorporates politically sensitive reforms, while providing clarity and accountability around delivery of priority work

- Identifying new and innovative approaches and tools and embedding these in the culture and behaviours of the division to encourage collaboration, agile decision making and accountability

- Anticipating and responding to challenges which may impede effective delivery against strategic objectives, including identifying mechanisms to mitigate risks.

Key relationships

Who	Why
Internal	
Transformation directorate	• Collaborate with other team executives for the fluid transition of divisional work priorities and deliverables
Deputy Secretary/Executive Director	• Provide high level strategic and authoritative advice and recommendations to influence and inform strategic decisions and initiatives • Escalate issues and seek advice, support and direction as required • Report on progress towards business objectives and discuss future directions.
Executive Directors and Directors	• Develop strategic relationships to collaborate and provide direction and advice to influence decisions and support initiatives to deliver on performance objectives • Provide high level strategic and authoritative advice and recommendations to influence and inform strategic decisions and initiatives. • Support the adoption of Transformation Directorate ways of working, including key methods in innovation, change management, disciplined delivery and use of data, as required
Reporting Staff	• Lead, direct and manage performance

Who	Why
	• Encourage idea sharing and collaboration to develop and deliver efficient and effective service delivery and support the achievement of Division objectives.
Division staff	• Work in collaboration to ensure the seamless planning, scoping and delivery of ongoing arrangements and fit for purpose high quality services and solutions.
Department staff	• Develop and maintain effective working relationships and open channels of communication across the Department • Consult and liaise as appropriate to develop integrated business service solutions concerning the Division.
External	
Ministerial	• Establish effective networks to enable delivery of Minister priorities and direction
Treasury	• Develop and maintain effective working relationships and open channels of communication to ensure the Department can meet Treasury requirements.
Other NSW Government Agencies	• Establish effective networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues • Leverage continuous improvements in planning approaches, tools or processes
Community and Other	• Engage community and other stakeholders in the development of long-term strategy for Education in NSW.

Role dimensions

Decision making

This role is accountable for the performance of Strategy and Planning functions within the Transformation directorate, and the achievement of the SIER Group's and Department's objectives.

Reporting line

The role reports to the Executive Director, Transformation

Direct reports

This role has 2 direct reports, with 6 indirect reports

Budget/Expenditure

Budget will be as per budget allocation and delegations

Key knowledge and experience

• Demonstrated extensive experience at a senior level in the management of a large complex organisation.

- 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.

Essential requirements

- Appropriate tertiary qualifications in a relevant discipline such as education, business, management, social sciences or communications, and/or equivalent knowledge and experience.

- Hold a valid clearance to work with children (Working with Children Check).

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.

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	• Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to 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 and difficult or controversial issues	Advanced
Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies	Advanced
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes	Highly Advanced

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Capability group/sets	Capability name	Behavioural indicators	Level
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced
Business Enablers	**Project Management** Understand and apply effective project planning, coordination and control methods	• 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

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	• 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 • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges	Advanced

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.

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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	Adept
	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	Adept
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced

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