Role Description
Manager Strategic Communication

NSW GOVERNMENT | Education

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Skills and Higher Education/Training Services NSW
Location	Sydney
Classification/Grade/Band	Clerk Grade 11/12
Role Number	217280
ANZSCO Code	511112
PCAT Code	1127292
Date of Approval	November 2019
Agency Website	www.dec.nsw.gov.au

Agency overview

The NSW Department of Education provides, funds and regulates education services for NSW students from early childhood to secondary school, delivering world-class education through its public schools and providing funding support to non-government schools. We employ, develop and support teachers, leaders and other staff to deliver the best outcomes for students and to advance the wellbeing of Aboriginal people.

The Training Services NSW Directorate leads and manages the implementation of funded vocational education and training programs and services across the NSW training market including contracting and funding providers, quality assurance, leading reforms and administering apprenticeships and traineeships and Aboriginal programs.

The Directorate also has a major role in industry and community relations and in supporting the business operations and systems, including forecasting, budget management, accounting and reporting activities for the large VET budget.
The Branch has frontline staff in the Regional Centres who manage relationships with providers and employers and implement and administer funded vocational education and training programs and services across the State.

Primary purpose of the role

Leads the development and oversees the implementation of a strategic communication plan and strategies for the Skills and Higher Education Division. The role also provides stakeholders with information and materials about the Division's programs and initiatives, leads events and issues management for the Division.

Key accountabilities

- Develop the Division's Strategic Communication Plan and Calendar of Events to ensure a strategic, proactive and coordinated approach to communicating, promoting and implementing the Division's programs, services, events and campaigns.
- Lead and manage the implementation of communication strategies and projects, including: consultation with key stakeholders; effective messaging; risk management; management of

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milestones; measurement of strategy outcomes and reporting.

- Lead and oversight the coordination of events and campaigns to ensure they are conducted in an efficient and professional manner.
- Lead and oversight the development of case studies and identify opportunities to proactively work with the media to promote the Division's programs and services, and coordinate issues management and prompt and strategic responses to media stories and enquiries.
- Build and maintain relationships with other areas of the Division and the Department to facilitate genuine engagement and consultation about communication strategies and events management.
- Build and maintain deep knowledge and understanding of the social, market and business dimensions of the vocational education and training sector to effectively design strategy that creates the required communication and engagement outcomes.
- Review and evaluate strategy outcomes and results to inform future strategy delivery and effectively target appropriate messaging to stakehholders.
- Lead and manage staff in the area to develop and maintain high performance and innovation.

Key challenges

- Maintaining currency of knowledge about contemporary media and communication technologies and tools to engage key stakeholders and manage issues
- Designing communication strategies that effectively promote and support programs, events, reforms and initiatives that are potentially high profile, and/or contentious
- Identifying emergent and contentious issues within time, being aware of community and industry trends and perceptions to effectively target communications strategies

Key relationships

Who	Why
Internal	
Director Industry and Community Relations	• Provide regular updates with regard to communication planning, strategies, events and issues management, and discusses work projects and resourcing
Deputy Secretary, Division Executive and program/project leads within the Division	• Provide communication strategy advice and facilitates a consistent approach to the delivery of messages and media management • Ensure they are informed of contentious issues, and provide advice on issue management strategies
Skills and Higher Education Division staff	• Ensure consistency of messaging and a strategic and holistic communications approach
External	
Stakeholders, State and Federal Government agencies	• Develop and maintain networks to better understand different perspectives on critical issues, and share lessons learnt.

Role dimensions

Decision making

This role:

- Makes high level decisions and acts independently in relation to the key accountabilities for the role
- Consults with the Director in relation to decisions that have wide reaching implications, exceed the role's financial delegations, are contentious and/or are likely to have an impact on stakeholders, and in relation to decisions that require significant change to project outcomes or timeframes
- Submits reports, analyses, briefings, correspondence, speeches and other written material in a final high quality manner with minimal input required from the supervisor.

Reporting line

Director Industry and Community Relations

Direct reports

7 Direct reports

Budget/Expenditure

Nil

Essential requirements

- Tertiary qualifications in Communications, business management and/or relevant experience
- Knowledge and commitment to the Department's Aboriginal Education and Training policies.

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Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

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	Intermediate
Relationships	**Communicate Effectively**	**Adept**
	Commit to Customer Service	**Advanced**
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
Results	**Deliver Results**	**Adept**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Adept**
	Demonstrate Accountability	**Advanced**
Business Enablers	Finance	Adept
	Technology	**Adept**
	Procurement and Contract Management	Intermediate
	Project Management	**Advanced**
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	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 Act with Integrity	Advanced	• 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
Relationships Communicate Effectively	Adept	• Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently in a range of styles and formats
Relationships Commit to Customer Service	Advanced	• Promote a culture of quality customer service in the organisation • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Results Deliver Results	Adept	• 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 Think and Solve Problems	Adept	• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence

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Group and Capability	**Level**	**Behavioural Indicators**
		• Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option • Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness
Results Demonstrate Accountability	Advanced	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
Business Enablers Technology	Adept	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Identify opportunities to use a broad range of communications technologies to deliver effective messages • Understand, act on and monitor compliance with information and communications security and use policies • Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business • Support compliance with the records, information and knowledge management requirements of the organisation
Business Enablers Project Management	Advanced	• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals

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Group and Capability	**Level**	**Behavioural Indicators**
People Management Manage and Develop People	Advanced	• 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