

Role Description

Manager, Productivity & Automation

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	People and Culture
Role number	193039
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	224999
PCAT Code	1 1 1 42 92
Date of Approval	13 May 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.

Primary purpose of the role

The Manager, Productivity and Automation function is responsible for developing, monitoring and evaluating the performance of strategic Human Resource projects and priorities within the People Group and across the Department. The team is accountable for designing key success metrics, measures and KPI's, developing monitoring plans and dashboards to track performance against Human Resources' strategic objectives as well as benchmarking against other public and private sector organisations.

The Manager leads the Productivity and Automation team within the People and Data Analytics functional area. The role is responsible for the team's development, coordination and day-to-day management. The team is responsible for the initiation, design, development and delivery of a wide range of Human Resource related dashboards, measurement, research and evaluation projects.

The team also identifies opportunities for continuous improvement and partners with other departmental

divisions and directorates to manage the provision of technologies, methodologies and tools that enable the simplification of processes and streamlining of service delivery outcomes. Including partnering with stakeholders to improve data availability, drive efficiency, automation and drive improvements to the People Groups self service offerings.

Key accountabilities

- Provide strategic advice, counsel and reporting on all matters relating to human resources.
- Manage and evaluate team performance and facilitate ongoing professional development. Ensure that all staff within the unit are effectively engaged and motivated in the delivery of service and business outcomes. This includes implementing the Department's performance development program for team members who are direct reports.
- Foster and sustain strategic partnerships across Directorate teams, schools, the wider Education Cluster, and relevant external agencies. As a member of the management team, the role is ideally placed to partner with key stakeholders and gain support across the organisation for the Directorate's programs and initiatives. Effective partnering also supports better understanding and commitment to ongoing reforms across the government sector.
- Ensure systems and processes are in place to enable regular evaluation and accurate reporting of the unit's objectives. In this context, the role leverages available data and research to develop measures and metrics to assess the directorate's performance and delivery. Develops partnerships internally and externally to improve data access and availability to increase efficiencies, drive automation and support process improvement.
- Provide regular updates to the supervisor regarding progress and achievement of the role's agreed business and reporting targets. The supervisor needs to be alerted to potential or emerging business-critical matters that could adversely impact program/policy implementation and/or service delivery. In this respect, the role identifies and assesses risk, and proposes and evaluates risk mitigation strategies.
- As a role-model, demonstrate a commitment to a continuous-learning culture where team input, innovation and professional learning opportunities are valued.
- In consultation with the supervisor, develop an annual work plan that articulates, clarifies and documents the role's specific responsibilities, key deliverables, expected outcomes and indicators of success over a 12 month period.

Key challenges

- Ensuring a sustained focus on providing value-add advisory services, whilst managing transactional activities in the most efficient and effective way. Ensuring strong communication and cooperation with other Directorates to solve problems and share expertise.
- Understanding the impacts of changing business requirements, priorities, best practice and innovations. This requires the ability build strong internal and external networks and communicate effectively.
- Influencing and negotiating with key stakeholders to socialise and gain support across the organisation for the Directorate's programs and initiatives.

Key relationships

Who	Why
Internal	
Customers	<ul style="list-style-type: none"> Contributes to strategic planning, policy development and decision making on customer service delivery Engenders the support and commitment of customers for HR initiatives and business reforms
Team members	<ul style="list-style-type: none"> Inspires, motivates and mentors team members and colleagues to achieve goals Provides ongoing performance feedback, coaching and development to direct reports Provides a conduit across teams in Human Resources Directorate to ensure the consistent provision of advice and service
Supervisor	<ul style="list-style-type: none"> Provides regular status reports Consults regarding the management of sensitive, high-risk or business-critical matters Receives ongoing performance feedback, coaching and development
Managers and other Directorate members	<ul style="list-style-type: none"> Develops and maintains effective working relationships and open channels of communication to consult, liaise and negotiate in achievement of mutually beneficial unit outcomes
Learning Networks/ Communities of Practice	<ul style="list-style-type: none"> Actively participates in internal and/or external learning opportunities, briefing sessions and workshops to keep up to date with management practices and to maintain specialist HR knowledge
External	
Industry professionals/Consultants	<ul style="list-style-type: none"> Maintains specialist knowledge, seeks advice and collaborates on the implementation of organisation strategies to keep abreast of best practice
Service Providers	<ul style="list-style-type: none"> Monitors the performance of external contractors, consultants, assists in negotiating and resolving disputes
Key external stakeholders, including: <ul style="list-style-type: none"> – NSW Teachers Federation – NSW Secondary Principals Council – NSW Primary Principals Association – Public Service Association – NSW Treasury – NSW Department of Premier and Cabinet – NSW Public Service Commission 	<ul style="list-style-type: none"> Develop and maintain effective working relationships and open channels of communication to facilitate liaison, consultation and engagement

Role dimensions

Decision making

The role acts independently in performing its core work functions and applies specialised knowledge, skills and professional judgement to achieve outcomes. In matters that are sensitive, high-risk or business critical, the role consults with the supervisor to agree on a suitable course of action.

The role has authority to make decisions about the design and coordination of workflows and project paths, as well as the deployment of team members, tasks and allocated resources to ensure the achievement of business and unit outcomes.

Reporting line

This role reports to the Director, Strategy Governance.

Direct reports

This role has direct reports. Please refer to the relevant business unit organisational chart.

Budget/Expenditure

The role manages a budget and has financial delegation in accordance with Department policy.

Key knowledge and experience

- Significant experience across a range of HR functions, with a focus specific to this role on the planning and execution of business strategies
- 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

- Tertiary qualifications or relevant experience in Human Resource Management, Business Analytics, Organisational Psychology or a relevant discipline

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**.

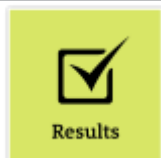
Focus capabilities

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"> • 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	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict 	Adept
	Deliver Results	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes 	Advanced



Achieve results through the efficient use of resources and a commitment to quality outcomes

- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Plan and Prioritise

Advanced

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Understand the links between the business unit, organisation and the whole-of-government agenda
- Ensure business plan goals are clear and appropriate and include contingency provisions
- Monitor the progress of initiatives and make necessary adjustments
- Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately
- Consider the implications of a wide range of complex issues and shift business priorities when necessary
- Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning

Demonstrate Accountability

Adept

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- 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
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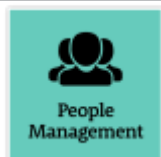


Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

Adept



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks

Adept

Optimise Business Outcomes

Manage people and resources effectively to achieve public value

- Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
- Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
- When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
- Ensure that team members base their decisions on a sound understanding of business and risk

Adept

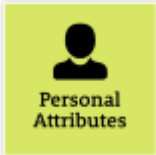




management principles, applied in a public sector context

- Monitor performance against standards and take timely corrective actions
- Keep others informed about progress and performance outcomes

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	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	Advanced
 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	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 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	Adept
	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	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept