

Role Description

Executive Director, School Operations and Strategic Partnerships

Cluster	NSW Department of Education
Division/Branch/Unit	School Operations and Performance
Location	Parramatta
Classification/Grade/Band	PSSE Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Term
Child Related Role	Yes
Role Number	TBC
ANZSCO Code	134412
PCAT Code	1119192
Date of Approval	11 October 2019
Agency Website	www.dec.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.

School Operations and Performance Division

School Operations and Performance Division leads and directs the operations of more than 2200 NSW public schools to maximise the academic achievements of all students and create a culture of success, learning and a desire to achieve, underpinned by innovative, adaptive and supportive strategies that also support the quality of teaching and educational leadership at the school level. The division is responsible for managing policy, strategies and operations that support Principals, teachers and students in preschools, infants, primary, secondary, central and community schools, specialist and comprehensive schools, specific purpose schools, intensive English and environmental education centres. The overarching goal of School Operations and Performance Division is to achieve the best possible outcomes for the students in our public schools from preschool to year 12.

Primary purpose of the role

The Executive Director, School Operations and Strategic Partnerships provides state wide leadership and strategic direction for the implementation of programs, strategies, initiatives and reforms that extend school and system capacities and enrich learning opportunities for the full diversity of learners. These initiatives and reforms are forward focused and responsive to educational, social and

technological developments to prepare all students in NSW public schools to meet the challenges of a dynamic regional and global future.

The Executive Director is part of a collaborative, consultative public schools executive team working closely with the Deputy Secretaries School Operations and Performance and Educational Services to provide whole of state leadership for the Department in the development, implementation and review of systems and processes to achieve the department's corporate strategic directions.

Key accountabilities

- Provide high level strategic leadership and advice to the Deputy Secretary and Executive in the planning, implementation and management of initiatives and reforms to deliver positive change in educational outcomes for students in response to Department and Government objectives and priorities.
- Lead the development and delivery of statewide programs and services to schools K – Year 12 to build student excellence, enrich teaching and learning opportunities and enhance student participation across the full range of curricula.
- Lead the development of strategies to translate programs and initiatives into the operational environment and achieve successful implementation through effective direction, commitment to quality assurance, and the application of performance monitoring processes, to meet the high expectations of schools and school communities.
- Lead the delivery of the NSW Government Schools (International Program) in a highly competitive global commercial context, ensuring quality assurance of the program through the development and implementation of operational and business systems that meet state and federal regulatory obligations.
- Develop and sustain positive proactive partnerships with key community, industry stakeholders and cross-jurisdictional networks at state and national levels in order to deliver business and sponsorship initiatives.
- Lead development and implementation of the finance function, staff, resources and systems for the new directorate, establishing budgets and financial controls, providing financial monitoring and reporting to facilitate delivery of programs and initiatives and manage the significant revenue raised through the programs.
- Provide educational leadership and direction to Directors in their crucial leadership and accountability role of achieving their work performance objectives to drive high performance, continuous improvement and accountability.
- Provide strategic leadership and guidance for Directors in working with stakeholders to manage and effectively resolve complex educational issues. Work with Directors to effectively manage high level contentious issues of educational, industrial, legal and political significance.

Key challenges

- Leverage the synergies between School Operations and Performance Division and the Educational Services Division to achieve a comprehensive, integrated educational service provision that is responsive to and informed by the work of schools
- Effectively manage significant revenue raising, income and expenditure, ensuring there is clear line of sight between the authority and accountability.

Key relationships

Who	Why
Ministerial	
Minister	<ul style="list-style-type: none"> • To provide high level, strategic and authoritative policy advice.
Internal	
Secretary of Education, Deputy Secretary, School Operations and Performance, Deputy Secretary, Educational Services and other Deputy Secretaries	<ul style="list-style-type: none"> • To discuss issues, priorities and to provide authoritative and expert advice in relation to the delivery and implementation of initiatives, strategies, policies and programs. • To alert to operational or service issues which may escalate, or which may have State-wide impact. • To work as a collaborative consultative executive leadership team and provide leadership for the Department in the development, implementation and review of systems and processes to achieve the Department's strategic directions.
Executive Directors, State Office Directors, Directors Educational Leadership	<ul style="list-style-type: none"> • To ensure schools are provided with high quality resources and timely and effective support through a comprehensive, responsive, integrated educational service provision. • To provide authoritative and specialist advice on the delivery, implementation and support of educational programs and operations of NSW public schools.
External	
NSW Education Standards Authority, Principals associations, NSW Teachers Federation, NSW Parents and Citizens Associations, NSW Aboriginal Education Consultative Group Inc., key government agencies, key interest groups	<ul style="list-style-type: none"> • To ensure effective liaison and maintain strategic relationships with key stakeholders to ensure harmonious working relationships.
Other NSW Government Agencies	<ul style="list-style-type: none"> • Share information, identify areas for collaboration and take active advantage of synergies to enhance the effectiveness and quality of programs and services.
Sponsors, business partners, external providers	<ul style="list-style-type: none"> • Develop and maintain strategic partnerships underpinned by required financial and accountability procedures.

Role dimensions

Decision making

The Executive Director is accountable to the Deputy Secretary, School Operations and Performance and is part of a collaborative executive team. The Executive Director, Student Performance and Strategic Partnerships:

- in consultation with the Deputy Secretary School Operations and Performance sets education objectives and determines organisational policies and strategies particularly in relation to the delivery of public education and matters that affect schools;
- has significant responsibility for exercising sound judgement in driving the implementation and monitoring of strategies to achieve successful outcomes in public schools;
- within the context of the Government's commitments and the Department's policy framework, the position can negotiate with appropriate interest groups, other educational sectors and key education and community groups and make decisions relating to strategies to resolve issues that may be of political and media interest;
- is fully accountable for the quality, integrity, reliability and timeliness of the advice and recommendations provided to the Deputy Secretary, other members of the Executive and the cluster Ministers' staff, based on professional experience, sound judgement, research and whole of government requirements; and
- exercises independent judgement in the management and resolution of emergent and contentious issues, especially those that have political sensitivity.

Reporting line

The role reports to the Deputy Secretary, School Operations and Performance.

Direct reports

The role has up to 10 direct reports:

3 x Director (PSSE Band 1), 3 x Leaders (CEO/PEO), 1 x Principal (PHA2), 1x Professional Support Officer (PEO), 1 x Executive Support Officer (CL7/8), 1 x Administrative Officer (CL5/6)

Budget/Expenditure

Budget allocation: approximately \$5 million.

The role has a financial delegation of up to \$500,000.

Essential requirements






- Appropriate tertiary qualifications in education
- Hold a valid clearance to work with Children (Working with Children Check)
- Capacity to lead staff in implementing the Department's Aboriginal Education and Training policies and to ensure quality outcomes for Aboriginal people.

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	Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Advanced
	Value Diversity	Highly Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

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 Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way
Personal Attributes Value Diversity	Highly Advanced	<ul style="list-style-type: none"> Create and drive a culture where all staff value diversity of people, experiences and backgrounds Use diversity to foster innovation, drive change across the organisation and leverage business outcomes Develop and promote integrated workplace diversity principles across the organisation Champion the business benefits generated by workforce diversity Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others Investigate and create opportunities to enhance the

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>achievement of organisational objectives</p> <ul style="list-style-type: none"> • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to 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 transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> • Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have long standing, organisationwide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences • Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers