Role Description
Manager – Various Disciplines

Role Description Fields	Details
Cluster	Education
Department/Agency	Department of Education
Division/Branch/Unit	Early Childhood Outcomes Division
Role number	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	TBC
PCAT Code	TBC
Date of Approval	July 2024
Agency Website	education.nsw.gov.au

Agency overview

At the NSW Department of Education, we educate and inspire lifelong learners – from early childhood, through schooling to vocational education and training.

We ensure young children get the best start in life by supporting and regulating the early childhood education and care sector. We unlock excellence and unleash the potential of two-thirds of school children in NSW. We're proudly public and the largest education system in Australia. We nurture opportunities for every learner to develop the skills needed for their chosen career path, helping shape the industries of tomorrow.

We respect and value Aboriginal and Torres Strait Islander peoples as First Peoples of Australia.

Early Childhood Outcomes division

The Early Childhood Outcomes (ECO) division is responsible for ensuring all children make a strong start in life and learning and make a successful transition to school. The division will transform early childhood education and care, child development and contribute to women's economic participation in NSW through improved access, affordability and quality of care and services.

Primary purpose of the role

The Manager leads critical policy, project and other general management functions on behalf of the directorate. These include the design and development of complex policy initiatives and reforms that support organisational objectives and government commitments as well as the delivery, monitoring and evaluation of a portfolio of related strategic projects and initiatives.

Key accountabilities

- Lead and undertake research, analysis, design and development of complex policy and reform initiatives.
- Undertake strategic data analysis to support the development of policy, funding models and programs.
- Lead the development and delivery of a portfolio of projects and oversee project implementation.
- Develop and implement strategies for strategic monitoring and evaluation of policies and projects.

- Lead and manage policy and project team/s to deliver all key policy and project/s milestones and outcomes.
- Manage stakeholder relationships through effective communication, negotiation and issues management.
- Lead consultation and negotiation on policy and project issues to identify and develop collaborative solutions and support sound policy decisions.
- Oversee data and evidence gathering and analysis to support policy development, project planning and decision making.

Key challenges

- Achieving multiple policy and project objectives, given limited resources and tight deadlines, and the need to identify interdependencies and balance competing demands and priorities.
- Providing accurate policy and project advice and recommendations on a range of complex issues, given the need to understand the problem and formulate responses within short-time frames, often without prior notice.
- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.

Key relationships

Internal

Who	Why
Deputy Secretary/Executive Directors/Directors	- Receive advice and report on progress towards business objectives and discuss future directions - Provide expert advice and contribute to decision making - Identify emerging issues/risks and their implications and propose solutions
Work Teams	- Guide, support, coach and mentor team members - Lead discussions and decisions regarding key deliverables - Lead, direct, manage and support performance and development
Stakeholders	- Provide expert advice on a range of policy and project related issues and strategies - Optimise engagement to achieve defined outcomes - Manage expectations and resolve issues

External

Who	Why
Stakeholder	- Engage in, consult and negotiate the development, delivery and evaluation of projects and key policy issues - Manage expectations and resolve issues
Vendors/Service Providers and Consultants	- Communicate needs, facilitate routine business transactions and resolve issues - Negotiate and approve contracts and service agreements - Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements

Role dimensions

Decision making

Acts independently in performing its core work functions with a high level of autonomy, and full accountability for decisions required in the end-to-end management of programs/projects.

Makes decisions about the design and coordination of workflows as well as the deployment of team members, tasks, and allocated resources to ensure the achievement of business and unit outcomes.

Consults with the Director on complex, sensitive, high-risk, or business critical issues to agree on a suitable course of action.

Reporting line

This role reports to a Director.

Direct reports

This role may have direct reports.

Budget/Expenditure

TBC

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 the ECE First Steps Strategy to ensure quality outcomes for Aboriginal people and support Aboriginal children and families in NSW.

Essential requirements

- Tertiary qualifications in a relevant discipline, or demonstrated equivalent knowledge and/or experience.
- Hold a valid clearance to work with children (Working with Children Check) for paid employment.
- Demonstrated understanding of and commitment to the value of public education.

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	• 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
Personal Attributes	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour	Adept
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	Advanced

	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• 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 Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	Adept

	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	Advanced
		• 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	
	Project Management Understand and apply effective planning, coordination and control methods	• Prepare and review project scope and business cases for projects with multiple interdependencies	Advanced
		• 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	

|	**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 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	Adept

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	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
Personal Attributes	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
Relationships	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	Adept
Results	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
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate