

Role Description

Public Policy Manager



Education

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Learning Improvement / Inclusion and Wellbeing / Inclusive Education
Role number	227810
Classification/Grade/Band	CL 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	511112
PCAT Code	1221192
Date of Approval	February 2021
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.

Primary purpose of the role

The Public Policy Manager will provide high level project and policy support to the Director, Inclusive Education and lead the development and implementation of major initiatives related to the education of students with disability.

Key accountabilities

- Contribute to the development of an organisational culture which encourages and supports innovation, customer responsiveness, flexibility and empowerment of staff, to enable the department to meet its current and future strategic objectives.
- Lead and manage project teams, including the planning, implementation, communication and delivery of the Inclusion and Wellbeing directorate projects, identifying interdependencies and leveraging resources to maximise efficiencies and achieve required organisational outcomes.
- Lead and oversee project planning, development, communication and implementation across a portfolio of complex projects, including preparing business cases and project and communication plans; establishing appropriate governance; identifying, allocating and managing resources; and meeting reporting requirements to ensure project outcomes are achieved on time, on budget, to quality standards and in line with the agency project management methodology.
- Develop and implement strategies and tools for the continuous communication, implementation, monitoring and evaluation of projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues, assess project progress and overall effectiveness.

- Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout all projects and that project deliverables are met.
- Provide expert advice and information to stakeholders on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities.
- Oversee research and formulate recommendations to support evidence based project planning and decision making.
- Build excellent customer relationships and work collaboratively with team members and other teams in the Office of the Executive Director and Inclusion and Wellbeing business units, the Learning Improvement Division and the department to increase efficiencies and implement systemic and cultural change in the delivery of educational services to schools.

Key challenges

- Acts independently with regards to developing policy proposals and solving problems to deliver high quality work on time and within budget.
- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Achieving multiple project objectives, given limited resources and tight deadlines and the need to identify project interdependencies and balance competing demands and priorities.

Key relationships

Who	Why
Internal	
Line manager	<ul style="list-style-type: none"> • Provide expert advice and contribute to decision making. • Identify emerging issues/risks and their implications and propose solutions. • Receive advice and report on progress towards business objectives and discuss future directions.
Team members	<ul style="list-style-type: none"> • Lead, direct, manage and support performance and development.
Internal stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of policy issues and strategies • Optimise engagement to achieve defined outcomes
External	
External stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of policy issues and strategies. • Optimise engagement to achieve defined outcomes. • Consult and negotiate on key policy issues. • To develop collaborative and productive working relationships to benefit students and communities.

Role dimensions

Decision making

This role acts independently in performing its core work functions in accordance with relevant policies, procedures and guidelines. In matters that are sensitive or complex the role consults with the supervisor or manager as required.

Reporting line

The role reports to the Leader Disability Learning and Support (CEO)

Direct reports

The role has NIL direct reports.

Budget/Expenditure

The role has a financial delegation of up to \$75,000

Essential requirements

Knowledge of and commitment to the department's Aboriginal education policies

Working with Children Check for paid employment

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">Be flexible, show initiative and respond quickly when situations changeGive frank and honest feedback and adviceListen when ideas are challenged, seek to understand the nature of the comment and respond appropriatelyRaise and work through challenging issues and seek alternatives	Adept

		<ul style="list-style-type: none"> • Remain composed and calm under pressure and in challenging situations 	
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • 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
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • 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
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • 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
	Influence and Negotiate	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments 	Advanced

Gain consensus and commitment from others, and resolve issues and conflicts

- Work towards mutually beneficial 'win-win' outcomes
- Show sensitivity and understanding in resolving acute and complex conflicts and differences
- Identify key stakeholders and gain their support in advance
- Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise
- Anticipate and minimise conflict within the organisation and with external stakeholders



Results

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



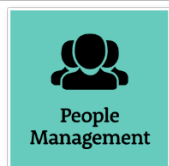
Business Enablers

Project Management

Understand and apply effective 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



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

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
	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
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	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	Intermediate

 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate