# NSW-EducationRole Description

# Senior Manager, Shared Services Centre

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| **Role Description Fields** | **Details** |
| **Cluster** | **Education** |
| **Department/Agency** | **Department of Education** |
| **Division/Branch/Unit** | **Shared Services Human Resources** |
| **Role number** | **176948, 178166, 178171, 178193** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **Senior executive work level standards** | **Not Applicable** |
| **ANZSCO Code** | **132311** |
| **PCAT Code** | **1228392** |
| **Date of Approval** | **05 June 2023** |
| **Agency Website** | **www.education.nsw.gov.au** |

## Agency overview

The NSW Department of Education serves the community by leading the provision of world-class education. The department protects young children by regulating preschool and long day care providers. Once children move into school, we provide them with a world-class primary and secondary education. We also work to advance the wellbeing of Aboriginal people.  
The Department is one of the largest organisations and employers in Australia, and manages an annual budget that accounts for approximately one quarter of the State’s total budget. Visit the Department’s website above for more information.  
EDConnect is the Department’s new Shared Service Centre, delivering integrated transactional and advisory services (shared services) for the Department. Organisational performance in EDConnect is underpinned by the ‘EDConnect Way’ culture – we keep the customer at the centre of everything we do; we collaborate with and support each other to succeed; we take ownership of our work to ensure a quality outcome is delivered; we communicate transparently and listen actively; and we are accountable to each other to develop and grow.

## Primary purpose of the role

The Senior Manager, Shared Services Centre role develops business plans, coordinates resources and leads the strategic direction of the functional area. The role designs, implements and evaluates innovative solutions that meet business/functional objectives, continuous improvement targets and informs strategic planning.  
The role forms part of the Shared Services, Human Resources Directorate. Human Resources provides centralised HR services, policy, advice and programs and is accountable for delivering accurate, timely, and reliable transaction processing and customer support through the effective use of tailored service delivery strategies.

## Key accountabilities

* Develop and implement operational plans that model exemplary people management practices and resource utilisation, resulting in a high-performance culture. In achieving this, the role provides leadership to unit teams and executes policies and management strategies that reflect, and are responsive to, Department and government priorities.
* 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.
* Manage the day-to-day work activities of the team, including workload, timelines and expected customer experience and Shared Services outcomes; ensuring service delivery to customers remains efficient, customer centric and meets agreed service level agreements and key performance indicators
* 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 evaluates available data and research and derives evidence-based solutions to inform the review of people management services, programs and initiatives. Effective business partnering, leading working parties and developing ideas consistent with business objectives will facilitate this.
* 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.
* Fostering a culture of customer centricity, continuous improvement and collaboration whilst managing stakeholder and customer expectations.

## Key relationships

**Internal**

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| Who | Why |
| Customers | * 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 | * 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 | * 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 | * 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 | * 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**

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| Who | Why |
| Industry professionals/Consultants | * Maintains specialist knowledge, seeks advice and collaborates on the implementation of organisation strategies to keep abreast of best practice |
| Service Providers | * Maintains specialist knowledge, seeks advice and collaborates on the implementation of organisation strategies to keep abreast of best practice |
| Key external stakeholders, including: – NSW Teachers Federation – NSW Secondary Principals Council – NSW Primary Principals Association – Public Service Association – NSW Treasury – NSW Department of Premier and Cabinet | * 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 within Shared Services policies and guidelines to achieve Shared Services Directorate / business unit target 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.  
Where the role supervises a team, it has authority to make decisions about the coordination of workflows and project paths, and 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, Shared Services, Human Resources.

### 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**

* 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.
* Ability to develop knowledge of the NSW government sector and requirements from Shared Services / Customer service delivery subject areas

## Essential requirements

* Appropriate tertiary qualifications in Human Resources, and/or demonstrated successful experience in office or organisational management in a Shared Services / Contact Centre environment
* Demonstrated understanding of and commitment to the value of public education

## Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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

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| **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 |
| 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 |
| relationships | **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 |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational 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 | Advanced |
| results | **Plan and Prioritise**  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 | Advanced |
| results | **Demonstrate Accountability**  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 | Adept |
| business-enablers | **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 |
| people-management | **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 |
| people-management | **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.

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| **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 |
| 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 | Advanced |
| 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 | 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 |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | 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 |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |