

# Role Description

## Strategy Manager

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Learning Improvement / Student & Parent Experience/ Experience Strategy
Role number	238446
Employment Type	Ongoing
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	511112
PCAT Code	1221192
Date of Approval	July 2022
Agency Website	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 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. We also work closely with the non-government school sector to ensure the delivery of a high-quality and equitable education for all students. We build pathways for lifelong learning, and support the delivery of a skilled and employable workforce for NSW through vocational education and training and higher education.

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 strategy manager leads a team working holistically across the whole lifecycle of student and parent experiences and will be required to lead the understanding core needs, facilitating decision making, influencing and leading strategic programs of work and collaborating with schools and supporting services to uplift the overall experience of education.

### Key accountabilities

- Plan and undertake complex analysis and investigations to co-create the Student and Parent Experience Strategy, including building roadmaps to drive the realisation of the Department's long-term strategic goals and vision.
- Engage with key Executive and stakeholders to increase visibility of experiences, to identify business strengths, weaknesses and risks, to identify and prioritise opportunities for growth and improvement, and to inform strategic planning and project development
- Lead the development of financial models and business cases to enable the prioritisation and implementation of strategic initiatives that will lift student and parent experience.
- Develop and manage key strategic initiatives in collaboration with DoE and external partners, from design stage to benefit realisation

- Manage the evaluation of operational performance outcomes which contribute to the achievement of the strategy and provide detailed and reliable analysis to support decision-making processes and to identify and opportunities for innovation and improvement
- Lead the development of change initiatives to support the organisation in increasing its customer-centred approach from strategy through to operations
- Provide expert advice to assess the feasibility and viability of strategic initiatives and oversee the development and implementation of strategic projects to ensure project goals are realistic and aligned with stakeholder expectations and organisational objectives.
- Lead, motivate and mentor the team, monitoring performance, fostering ongoing professional development and ensure staff have the knowledge and skills to achieve their work objectives in alignment with Department values.

## Key challenges

- Anticipating and responding to challenges which may impede effective delivery against strategic objectives, including identifying opportunities to mitigate these risks.
- Proactively leading changes in practise based on student and parent insights.
- Gaining the agreement of internal and external stakeholders on key strategic priorities to inform the development and implementation of the strategic plan given the diversity, and often conflicting priorities, of stakeholders.

## Key relationships

Who	Why
<b>Internal</b>	
Director	<ul style="list-style-type: none"> <li>• Provide high level strategic advice and recommendations to influence and inform strategic decisions and initiatives</li> <li>• Escalate issues and seek advice, support and direction as required</li> <li>• Report on progress towards business objectives and discuss future directions</li> </ul>
Executive Directors and Directors	<ul style="list-style-type: none"> <li>• Develop strategic relationships to collaborate and provide direction and advice to influence decisions and support initiatives to deliver on performance objectives</li> <li>• Provide high level strategic advice and recommendations to influence and inform strategic decisions and initiatives</li> </ul>
Reporting Staff / Work Team	<ul style="list-style-type: none"> <li>• Lead, direct and manage performance</li> <li>• Encourage idea sharing and collaboration to develop and deliver efficient and effective service delivery and support the achievement of Division objectives.</li> </ul>
Division / Department staff	<ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships and open channels of communication</li> <li>• Consult and liaise as appropriate to develop integrated solutions</li> </ul>

Who	Why
<b>External</b>	
External Agencies	<ul style="list-style-type: none"> <li>• Manage the engagement rhythm to inform the directorate's strategy</li> <li>• Establish effective networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues</li> <li>• Leverage continuous improvements in planning approaches, tools or processes</li> </ul>

## Role dimensions

### Decision making

This role has a high level of autonomy, uses initiative and is fully accountable for the delivery of high quality advice, project proposals and reports on time and within budget. The role acts independently to plan, lead and organise the work of the team to achieve agreed objectives and performance targets. The role consults with the Director to discuss and escalate issues as appropriate.

### Reporting line

The role reports to the Director Experience Strategy and Design

### Direct reports

This role has 2 direct reports.

### Budget/Expenditure

This role has financial delegation in line with Department policy.

## Key knowledge and experience

- Demonstrated experience in the provision of strategic, analytical and research insights to facilitate the development and implementation of key strategy projects.
- High level analytical skills and the ability to translate complex findings and insights into operational plans and ideas
- 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

- Appropriate tertiary qualifications in a relevant discipline such as education, business, management, social sciences or communications, and/or equivalent knowledge and experience.
- Hold a valid clearance to work with children (Working with Children Check).

## 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
 <p>Personal Attributes</p>	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
	 <p>Relationships</p>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relationships with internal and external stakeholders</li> <li>• Anticipate and minimise conflict</li> </ul>	Adept



### 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

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### Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness

Adept



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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



### Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

Advanced

## 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
<p>Personal Attributes</p>	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	Intermediate
<p>Relationships</p>	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
	Work Collaboratively	Collaborate with others and value their contribution	Adept
<p>Results</p>	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
<p>Business Enablers</p>	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	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept



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Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

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