

Role Description

Director, Risk and Governance

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Strategy and Delivery / Policy Coordination and Governance
Location	105 Phillip Street, Parramatta
Classification/Grade/Band	Public Service Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream :Policy www.psc.nsw.gov.au
ANZSCO Code	139999
PCAT Code	3231392
Date of Approval	November 2019
Agency Website	www.education.nsw.gov.au

Agency overview

The NSW Department of Education ensures 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. Visit the Department's website above for more information.

Strategy and Delivery

The Strategy & Delivery division's purpose is to boost the Department's capacity to deliver improved student outcomes, while ensuring the provision of efficient and effective government services. Work of the division includes:

1. Delivery – leading the development and delivery of an evidence-based, Department-wide strategy to improve student outcomes
2. Engagement – effective communication and engagement with students, parents, communities, staff and government to help support delivery of improved student outcomes and enhance confidence in NSW public education
3. Government services – ensuring mechanisms and systems are in place to support the effective and efficient delivery of government services, ensuring appropriate risk mitigation and fraud protection
4. Delivery of special projects – including supporting improved outcomes for students with disabilities, improving our methodology for staffing schools, reducing the administrative burden on schools, and improving HR process and systems through the Human Capital Management Program.

Primary purpose of the role

The Director, Risk and Governance leads the transformation and continuous improvement of the Department's cluster governance arrangements and enterprise risk management and acts as a catalyst for improvement in how the department considers and manages risk to support the achievement of the Department's strategic

outcomes. The role will establish and build a centre of excellence, and community of practice to strengthen and expand risk and governance capabilities across the organisation and will work collaboratively across the department to establish a streamlined, coordinated, cohesive and effective governance approach that supports a strong and effective risk management culture.

Key accountabilities

- Lead and support the development of a departmental risk strategy, including a clear articulation of the department's risk appetite, desired standards (effective and fit for purpose) and a focus on student outcomes
- Provide leadership and direction in the transformation of risk identification, assessment, evaluation and treatment procedures, processes and templates in a manner that is efficient, effective and easy to use
- Aggregate and analyse risk trends and facilitate cross-departmental risk workshops so that effective governance and risk management supports sound management practices and decision making
- Drive training and build capabilities across the department by establishing a centre of excellence, leading a risk community of practice, building first line capability and embedding the review of risk and governance arrangements in project and program delivery
- Lead the provision of advice to the Deputy Secretary, Strategy and Delivery and the Secretary to strengthen and reform the department's approach to governance and risk practices and influence, challenge and support senior leaders on the appropriate identification and management of risk across all key risk categories and decision cycles, acting as a critical but supportive sounding board and source of advice on key risk exposures and decisions
- Lead the implementation, monitoring and testing of Business Continuity Plans across the Department
- Drive a continuous improvement approach to reporting for the Department's Executive and Audit and Risk committees on current Enterprise Risks, strategies for their management and other measures of good governance
- Map existing governance approaches, working across the department to support the identification of opportunities for consolidation and simplification in terms of meeting types, frequency and composition, and management closest to the source of risk and work with leaders to identify, codify and roll out effective meeting and follow-up protocols to support effective decision-making and program delivery

Key challenges

- Driving reform and strengthening internal understanding and commitment to good governance including enterprise risk management processes while taking a whole-of-enterprise view to support the pro-active identification of risks (e.g. identify emerging risks and potential "collisions", or ways in which programs may interact to create risks)
- Influencing and challenging senior leaders regarding risks and risk management strategies and capabilities, working within a small core team, while building a series of risk-champions and risk-leadership capability across the organisation
- Ensuring processes for schools reduce complexity which increases the impact of risk management

Key relationships

Who	Why
Internal	
Senior staff in the Department of Education including the Executive	<ul style="list-style-type: none">• Influence and negotiate key issues, priorities and recommendations about governance and enterprise risk management activities• Provide advice on governance and drive the reform of the enterprise risk management framework• Report on Department enterprise risks• Strengthen Business Continuity planning
External	
Members of the Audit and Risk Committee	<ul style="list-style-type: none">• Report on Department enterprise risks• Provide expert input on opportunities to improve the enterprise risk management framework and governance arrangements
Committees at state and national levels	<ul style="list-style-type: none">• Consult regarding innovations and new initiatives• Participate in Communities of Practice

Role dimensions

Decision making

The Director, Risk and Governance is accountable for the formulation and reliability of expert advice and recommendations to the Executive Director, Fraud, Risk and Governance as well as other senior staff based on professional judgement and expertise. The role provides independent advice to drive implementation of the Department's Enterprise Risk Management Framework and cluster governance arrangements and leads and organises the work of the Risk and Governance team to achieve agreed objectives and performance criteria in accordance with agreed timelines and budgets

Reporting line

This role reports to the Executive Director, Governance, Reporting, Risk and Fraud.

Direct reports

This role has 6 direct reports

Budget/Expenditure

Budget of up to \$1 Million

The role has a financial delegation of \$200,000

Essential requirements






- Relevant tertiary qualifications or equivalent experience with an ability to provide advice on governance and risk management with a large public or private sector organisation.
- 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	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	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 Act with Integrity	Advanced	<ul style="list-style-type: none"> • Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence, and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results	Highly Advanced	<ul style="list-style-type: none"> • Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Think and Solve Problems		<ul style="list-style-type: none"> 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
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects Communicate the project strategy and its expected benefits to others Monitor the completion of project milestones against goals and initiate amendments where necessary Evaluate progress and identify improvements to inform future projects
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> Develop workforce plans that effectively distribute organisational resources to achieve business goals Plan for strategic use of human resources that links to wider organisational aims and goals Encourage others to strive for ongoing performance improvement Align systems and processes to encourage improved performance and outcomes