Role Description
Manager, Communications, Customer Service and Engagement

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Early Childhood Education, Quality Assurance and Regulatory Services
Role number	194645
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	511112
PCAT Code	3332224
Date of Approval	24 March 2021
Agency Website	www.dec.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 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 are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

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.

Early Childhood Education Directorate

Located within the Department of Education, we are committed to driving educational and developmental outcomes for children attending education and care services, including long day care, preschool, outside school hours care, family day care and occasional care.

Our aim is that all children in NSW participate in high quality education and care services, including for 600 hours a year in the two years before school. Our work is based on established evidence of the benefits of early childhood education to enhance children's cognitive abilities and social and emotional skills.

There are two Directorates for Early Childhood Education:

- Quality Assurance and Regulatory Services
- ECE and Schools Policy

Early Childhood Education Quality Assurance and Regulatory Services Directorate

We have regulatory responsibility, through the National Quality Framework and our state-based early childhood legislation, to raise quality and drive continuous improvement and consistency in education and care services. Our Directorate regulates and supports over 5,500 services in NSW through monitoring, assessment and rating, enforcement and compliance and approval processes. We work with jurisdictional partners across Australia and the Australian Children's Education and Care Quality Authority (ACECQA) to ensure a consistent application of the National Quality Framework and we continuously strive to work with the education and care sector to improve how we regulate to enhance child outcomes.

ECE and Schools Policy Directorate

We manage the strategic policy framework for early years settings and K-12 education in NSW, including non-government schools. We do this by analysing, understanding and informing national policies on early childhood education, and by identifying and developing new strategies to achieve department goals, including innovative solutions to complex challenges. We directly fund early childhood education services and organisations to help meet the goals of the National Partnership Agreement on Universal Access to Early Childhood Education and support services to deliver high quality education and care. We carry out research and analysis on how to effect positive educational change particularly for Aboriginal children, children with disability and children in regional and remote NSW. We support needs-based funding for non-government schools, and drive Education for a Changing World programs and innovations.

Primary purpose of the role

The role manages the communications and stakeholder engagement team that supports the work of the two early childhood education and care sector directors. The team provides essential customer service and stakeholder engagement for the sector and ensures strong and sustainable partnerships and relationships. This includes a small Helpdesk/call centre function.

Key accountabilities

- Collaborate with staff and liaise with the sector to identify the need for targeted communication and engagement strategies to inform a diverse range of stakeholders including providers, early childhood educators, teachers, parents and carers, peak groups and school stakeholders.
- Develop and manage an integrated communications program, utilising the web site, social media and other innovative communications platforms and manage the development and production of a range of sector communication strategies, including newsletters, campaigns, briefings, forums, focus groups, podcasts and webinars.
- Coordinate the writing, editing and updating of content for the Directorate's digital resources including web-based information to inform the sector and other stakeholders and ensure the design and development of a Content Management System and presentation templates is done in accordance with Departmental standards.
- Manage the development and implementation of targeted stakeholder engagement strategies, programs, campaigns and other initiatives to engage stakeholders and drive a coordinated approach to stakeholder engagement and management across the Directorate.
- Monitor sector relationships and Directorate data to identify changes in the sector and stakeholder attitudes and priorities, collaborate with other areas of the Directorate and develop innovative and responsive communications and engagement material.

- Monitor and review the effectiveness of the Directorate's stakeholder engagement and communication strategies and revise elements of the strategies as needed.
- Prepare quality evidence-based written briefs, proposals, correspondence and reports which effectively communicate findings, make clear recommendations and identify areas for improvement to the Director, Executive Director, Deputy Secretary, the Secretary and the Minister.
- Manage media enquiries and support the Executive Director and other senior staff with the development of public statements and announcements.

Key challenges

- Developing collaborative working relationships and effective networks of internal and external stakeholders to ensure effective targeted communication and engagement strategies.
- Maintaining an up to date knowledge of contemporary communication and engagement strategies and channels.
- Dealing with complex and sensitive issues in a high volume environment in a timely manner for a range of diverse stakeholders who have different needs and perspectives.

Who	Why
Internal	
ECE Directorate Executive	• Provide strategic advice to support the development and implementation of the Directorate's communications and integrated stakeholder engagement strategy
Direct Reports	• Provide leadership and support and assist in prioritising work tasks • Set overall performance expectations and provide guidance and feedback
Other areas of the Department for Education	• Establish and maintain effective relationships and networks to foster stakeholder engagement and relationships
External	
Broader government stakeholders and the ECE sector	• Drive the development and maintenance of effective stakeholder engagement and relationships • Lead and support working parties and major committees

Role dimensions

Decision making

This role:

- has a high level of autonomy, uses initiative and is fully accountable for the delivery of high quality stakeholder relationship and engagement strategies
- acts independently to plan, lead and organise the work of the team to deliver high quality support to the Directorate to achieve agreed objectives and performance targets
- consults with the Director to discuss and escalate issues as appropriate with regard to stakeholder engagement and management

Reporting line

The role reports to the Executive Director, Early Childhood Education

Direct reports

The role has direct reports

Budget/Expenditure

TBA

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.

Essential requirements

• Tertiary qualifications in a relevant discipline, or demonstrated equivalent knowledge and/or experience
• A Valid 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**
Personal Attributes	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government	Advanced
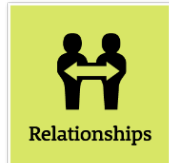
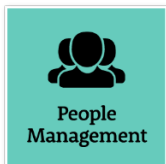|		• Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines	
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community	Adept
	Work Collaboratively Collaborate with others and value their contribution	• 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 Gain consensus and commitment from others, and resolve issues and conflicts	• Influence others with a fair and considered approach and present persuasive counter-arguments • 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	Advanced

Results icon	**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
	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 icon	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Use available technology to improve individual performance and effectiveness • Make effective use of records, information and knowledge management functions and systems • Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies	Intermediate
	Manage and Develop People	• Refine roles and responsibilities over time to achieve better business outcomes	Advanced

	Engage and motivate staff, and develop capability and potential in others	• Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	
	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**
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept

	Capability Group	Capability Name	Description	Level
Personal Attributes		Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
Relationships		Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
Results		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
Business Enablers		Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
		Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
		Project Management	Understand and apply effective planning, coordination and control methods	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