

Role Description

Manager, Design



Education

Role Description Fields	Details
Cluster	Education
Department/Agency	NSW Department of Education
Division/Branch/Unit	Early Childhood Outcomes Division
Role number	Various
Classification/Grade/Band	Clerk Grade 11/12
Child-related Role	Yes
ANZSCO Code	139999
PCAT Code	3332493
Date of Approval	August 2022
Agency Website	www.education.nsw.gov.au

Agency overview

At the NSW Department of Education, we educate and inspire lifelong learners – from early childhood, through schooling to vocational education and training.

We ensure young children get the best start in life by supporting and regulating the early childhood education and care sector. We unlock excellence and unleash the potential of two-thirds of school children in NSW. We're proudly public and the largest education system in Australia. We nurture opportunities for every learner to develop the skills needed for their chosen career path, helping shape the industries of tomorrow.

We respect and value Aboriginal and Torres Strait Islander peoples as First Peoples of Australia.

Early Childhood Outcomes division

The Early Childhood Outcomes (ECO) division is responsible for ensuring all children make a strong start in life and learning and make a successful transition to school. The division will transform early childhood education and care, child development and contribute to women's economic participation in NSW through improved access, affordability and quality of care and services.

Primary purpose of the role

The Manager, Design is responsible for leading the design and delivery of complex service and system design work in a collaborative and agile way to support the government's 100 Public Preschools commitment and wider early childcare education reforms. The role leads projects and colleagues to collaboratively progress system and service design, project delivery and improvement in tight timeframes. The role has a key leadership role in supporting the development of team and colleagues' design capabilities and supporting communication of the team's work with key stakeholders and partners.

Key accountabilities

- Ensure projects have a human-centred approach to solving problems and influencing and supporting partners to develop the working practices and culture to support this
- Lead the team to plan, coordinate, carry out, commission and communicate culturally appropriate, trauma informed and ethical user research; compiling research into actionable insights; and understanding and mapping user journeys and pathways
- Using research evidence, insights and data to design service and system solutions which respond to challenges and opportunities, often in collaboration with service users, communities, frontline staff and other key stakeholders
- Design, lead and facilitate collaborative design approaches that constructively challenge the status quo and help colleagues identify new ways of working, service models and hypothesis for testing in their work
- Generate future service and system designs that consider the impact on both families, children and early childcare teachers and educators. Translate them into concepts, sketches, scenarios and different fidelity prototypes that can be tested, iterated and delivered. Deliver artefacts such as design principles, family and child journeys, current and future state maps and service and system blueprints
- Support piloting, implementation, evaluation and continuous improvement of service and system models
- Contribute to the ongoing development of operational procedures, research and project documentation and training materials in a changing environment
- Ensure project work is delivered on time and within resources and effectively managing expectations to ensure flexibility and iteration is supported

Key challenges

- Leading multi-disciplinary teams to develop workable solutions to complex and sensitive issues and dealing with uncertainty and imperfect information
- Leading teams to develop compelling narratives and visual representations that gain stakeholder buy-in and support business case development and stakeholder communication and eventually implementation and delivery.
- Achieving a balance between immediate actions and deliverables and the equally critical long-term outcomes

Key relationships

Internal

Who	Why
Deputy Secretary/Executive Director	<ul style="list-style-type: none">•• Provide high level strategic and authoritative advice and recommendations to influence and inform strategic decisions and initiatives• Escalate issues and seek advice, support and direction as required• Report on progress towards business objectives and discuss future directions.

Directors	<ul style="list-style-type: none"> • Develop strategic relationships to collaborate and provide direction and advice to influence decisions and support initiatives to deliver on performance objectives • Provide high level strategic and authoritative advice and recommendations to influence and inform strategic decisions and initiatives.
Reporting Staff	<ul style="list-style-type: none"> • Lead, direct and manage performance • Encourage idea sharing and collaboration to develop and deliver efficient and effective service delivery and support the achievement of Division objectives. • Actively support the development of team and colleagues' design capabilities
Division staff	<ul style="list-style-type: none"> • Work in collaboration to ensure the seamless planning, scoping and delivery of ongoing arrangements and fit for purpose high quality services and solutions.
Department staff	<ul style="list-style-type: none"> • Develop and maintain effective working relationships and open channels of communication across the Department • Consult and liaise as appropriate to develop integrated business service solutions concerning the Division.

External

Who	Why
Other NSW Government Agencies	<ul style="list-style-type: none"> • Establish effective networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues • Leverage continuous improvements in planning approaches, tools or processes

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 Directors and Executive Directors.

Reporting line

Director, Design

Direct reports

3-6

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

- Substantial experience of applying human centred design methodologies and practice (including user research, prototyping and facilitation) in a complex service environment and the ability to coach others to develop these skills are necessary
- Have significant experience of making design processes work effectively in a complex government environment, influencing working practices and culture to support this

Essential requirements

- Degree qualification in related field or equivalent service design experience
- A valid Working With Children Check
- Demonstrated understanding of and commitment to the value of public education

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.

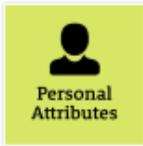
The capabilities are separated into focus capabilities and complementary capabilities

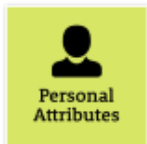
Focus capabilities

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
	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 change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations 	Adept

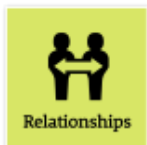


Manage Self

Show drive and motivation, an ability to self-reflect and a commitment to learning

- Act as a professional role model for colleagues, set high personal goals and take pride in their achievement
- Actively seek, reflect and act on feedback on own performance
- Translate negative feedback into an opportunity to improve
- Take the initiative and act in a decisive way
- Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation

Advanced

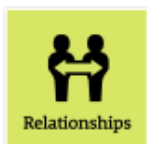


Communicate Effectively

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

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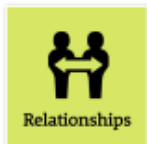


Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

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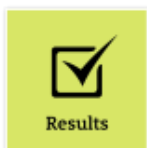


Work Collaboratively

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

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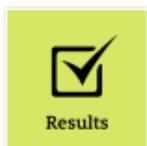


Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes
- Make sure staff understand expected goals and acknowledge staff success in achieving these
- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement
- Identify priorities that need to change and ensure the allocation of resources meets new business needs
- Ensure that the financial implications of changed priorities are explicit and budgeted for

Adept



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

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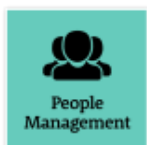


Project Management

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












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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.

Capability group/sets	Capability name	Description	Level
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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	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	Intermediate
	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
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept