

Role Description

Program Manager

Cluster/Agency	NSW Department of Education
Division/Branch/Unit	Educational Services Division / Teaching Quality unit
Location	Phillip St, Parramatta
Classification/Grade/Band	Clerk Grade 11/12
Kind of Employment	Temporary
ANZSCO Code	511111
Role Number	216382
PCAT Code	3 1 1 91 92
Date of Approval	21 November 2019
Agency Website	education.nsw.gov.au

Agency Overview

The NSW Department of Education provides, funds and regulates education services for NSW students from early childhood to secondary school, delivering world-class education through its public schools and providing funding support to non-government schools. We employ, develop and support teachers, leaders and other staff to deliver the best outcomes for students and to advance the wellbeing of Aboriginal people.

Teaching Quality Unit Overview

The Teaching Quality Unit drives strategic projects that support key priorities within the Educational Services Division. The overarching goal of the Educational Services Division is the strategic, future-focused planning and quality assurance of service delivery to achieve equity of access and outcomes for every student regardless of where he or she lives or attends school.

We are building a multi-disciplinary team equipped to use diverse project methodologies – including human-centered design, prototyping, research, data analysis and responsive evaluation – to deliver continuously improving practices, processes and policies. Our current work includes a specific focus on: designing curriculum, pedagogy and assessment to strengthen implementation of the general capabilities; teaching quality in the HSC; and engaging community to enhance learning for students.

Primary purpose of the role

The Program Manager leads and manages Teaching Quality projects that enhance teaching and learning in NSW public schools. This role will develop, deliver, monitor and evaluate strategic projects to ensure all projects are delivered on time and within budget, based on organisational objectives, primarily with a medium to long term focus.

Key accountabilities

- Develop and implement strategies for the continuous planning, monitoring and evaluation of projects, including identification and resolution of risks and issues, to ensure ongoing effectiveness.
- Develop, implement, support and review projects based on emerging research and conceptualisation of best practice approaches to professional learning and support for schools to enhance learning for all students.

- Lead and oversee all aspects of project development and implementation across a portfolio of complex projects including preparing business cases and project plans, establishing appropriate governance, identifying, allocating and managing resources and meeting reporting requirements to ensure project outcomes are achieved on time and on budget to quality standards.
- Manage internal and external stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout the project and project deliverables are met.
- Manage data collection, analysis and reporting for the preparation of a wide range of high quality, accurate and timely reports, budgeting documents, briefings, correspondence, submissions and strategic planning.
- Manage required changes to resource development and publication through a coordinated approach within the Teaching Quality unit and across other relevant departmental divisions.
- Provide leadership and direction in the provision of high quality consultation and stakeholder engagement processes aimed to enhance the development and implementation of Teaching Quality initiatives.
- Lead a multi-disciplinary team, including ongoing professional learning and performance management processes, to ensure individual and collective targets are met.

Key challenges

- Achieving multiple project objectives within budget and on time, managing key project interdependencies and balancing competing demands and priorities.
- Developing project management practices and protocols and maintaining these at a high level to ensure accuracy of information on the progress of key deliverables.
- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varied expectations, viewpoints and interests.
- Adapting to changing priorities and simultaneously managing a wide range of programs in a fast-paced and high-volume environment.

Key relationships

Who	Why
Internal	
Director, Teaching Quality	<ul style="list-style-type: none"> • Provide advice regarding the delivery and implementation of projects and programs • Escalate issues, keep informed, seek guidance and receive instruction • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Direct reports	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members • Lead discussions and decisions regarding key projects and deliverables • Manage a multi-disciplinary team to implement and deliver on various work streams
Educational Services Division	<ul style="list-style-type: none"> • Develop and maintain effective working relationships ensuring open channels of communication to liaise, consult, engage and/or participate in projects and professional development
Other Department of Education Divisions and Units	<ul style="list-style-type: none"> • Collaborate with to drive the delivery of multi-disciplinary professional services to implement and deliver programs • Provide expert advice on a range of project related issues and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues

Who	Why
External	
NSW Government Agencies	<ul style="list-style-type: none"> • Reach agreement with executive to deliver government and Department of Education objectives • Engage with and negotiate the development, delivery and evaluation of projects • Consult to anticipate and respond to customer needs • Manage expectations and resolve issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Communicate needs, facilitate routine business transactions and resolve issues • Negotiate and approve contracts and service agreements • Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements
All External Stakeholders	<ul style="list-style-type: none"> • Represent the Department's position when determining priorities and solutions to defined requirements • Ensuring all stakeholder requirements are considered when determining solutions

Role dimensions

Decision making

This role works with autonomy to deliver key outcomes and deliverables within deadlines and to a high quality in accordance with relevant policies, procedures and guidelines. This role is responsible for managing and planning own work within a broad framework and supporting a team.

This role would be expected to exercise sound judgement about the management and resolution of urgent, sensitive and complex issues within established frameworks, consulting the Director Teaching Quality as required.

Decision making is based on sound evidence and analysis however, when necessary, the role is required to make effective judgements under pressure, without complete information being available.

Reporting line

The role reports to 215045 – Director Teaching Quality.

Direct reports

The role has the following direct reports:

- Administrative Officer CL3/4
- Correspondence and Administration Officer CL7/8
- Communications Coordinator CL9/10
- Data Analyst CL9/10
- Senior Project Officer CL9/10
- Evaluation Lead CL9/10

Budget/Expenditure

Financial delegations as prescribed for a CL11/12 level.

Essential requirements

- Demonstrated working experience managing complex and diverse programs in a government or large private sector organisation
- Tertiary qualifications in project management, incident, problem and change management or a relevant business discipline
- Knowledge of and commitment to the Department's Aboriginal education policies.






- Hold a valid clearance to work with children (Working with Children Check) for paid employment.

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	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
 Results	Influence and Negotiate	Adept
	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
 Business Enablers	Demonstrate Accountability	Adept
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Intermediate
 People Management	Project Management	Adept
	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

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 Display Resilience & Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of 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, difficult and controversial issues
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	Adept	<ul style="list-style-type: none"> Encourage a culture of recognising the value of collaboration Build co-operation and overcome barriers to information sharing and communication across teams/units Share lessons learned across teams/units Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts Access key subject-matter experts' knowledge to inform project plans and directions Implement effective stakeholder engagement and communications strategy for all stages of projects Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans, and minimise impacts

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning • Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes