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| **Cluster** | Education |
| **Agency** | NSW Department of Education |
| **Division/Branch/Unit** | Education and Skills Reform |
| **Role number** | 224961 |
| **Classification/Grade/Band** | Public Service Senior Executive Band 1 |
| **Child-related Role** | Yes |
| **Kind of Employment** | Term |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 3321311 |
| **Date of Approval** | 18 September 2020 |
| **Agency Website** | www.det.nsw.edu.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.

Kimberwalli is a unique initiative that supports young Aboriginal people in Western Sydney transition from school to further education, training or employment. Kimberwalli seeks to collaborate in new and innovative ways with community, business and government to support our young leaders to shine brightly and ensure Aboriginal people, their families and communities are at the forefront of economic development in Western Sydney.

Primary purpose of the role

The Director, Kimberwalli is responsible for ensuring that Kimberwalli delivers and directs high quality services and partnerships to improve education, employment and career outcomes for young Aboriginal people across Western Sydney. This role brokers and facilitates cross agency, corporate and non-government investment to drive economic and social opportunity, enhancing client experience consistent with the Kimberwalli vision, values and objectives. This role is responsible for delivering outcomes against a community developed strategic plan and will deliver the Kimberwalli Business Model that provides a social return on investment to government and Kimberwalli partners as the center transitions to an autonomous entity.

Key accountabilities

* Lead and direct service delivery, determining operational priorities and setting service delivery goals, standards and performance measures to ensure expectations are clear and that service delivery strategies are aligned with Kimberwalli objectives.
* Establish, build and maintain strong relationships and consultative mechanisms with internal and external stakeholders to build synergies and leverage expertise and to support strategic planning and alignment with corporate directions.
* Manage financial, human, and physical resources in an operationally effective and efficient manner to facilitate service delivery excellence and optimise outcomes for community.
* Lead strategic and business planning processes, aligning division priorities and resources to support community and Department shared objectives.
* Develop and prepare high-quality reports, briefings, submissions and other correspondence at an executive level to ensure the provision of high-quality, consistent and timely strategic advice and recommendations.
* Establish and support the Kimberwalli Board and provide appropriate support to Board members.
* 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 the Department and community values.
* Promote the services of Kimberwalli and maximise the presence, use and exposure of Kimberwalli to deliver against community developed objectives and outcomes through facilitation of consultation, engagement, investment and collaboration with key stakeholders to enhance the level and type of partnership and program opportunities that meet the post school education, training and employment needs of young Aboriginal people in Western Sydney.
* Develop and implement a transitional model of governance resulting in a viable and sustainable Aboriginal organisation led by community and underpinned by appropriate levels of investment.
* Develop and implement strategies to enable the transition of Kimberwalli from the hoist agency to an autonomous and sustainable Aboriginal entity.
* Develop strong and influential partnerships and commitments that result in innovative service delivery, further capital development of the Kimberwalli site and partnerships that realise opportunity for young Aboriginal people in Western Sydney.

Key challenges

* Determining optimal models of governance and service delivery improvements in the context of diverse internal and external stakeholder expectations.
* Identifying new and innovative approaches and tools and embedding these in the culture and behaviours of the division to encourage collaboration, agile decision making and accountability.
* Balancing the needs and expectations of Aboriginal communities, stakeholders, service users and government to ensure that education, training and employment outcomes for young Aboriginal people in Western Sydney are delivered in partnership with Aboriginal organisations, industry, corporate and other key partners.
* Ensuring that communication and messaging promotes Kimberwalli, including processes for ongoing collaboration and co-design to ensure Kimberwalli meet the needs of Aboriginal communities in Western Sydney.
* Anticipating and responding to challenges which may impede effective delivery against strategic objectives, including identifying mechanisms to mitigate these risks.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Deputy Secretary, Education and Skills Reform and Executive Director, Aboriginal Outcomes and Partnerships | * Provide strategic and operational advice, reporting to manage risk and stakeholder expectation. Report on progress towards the implementation of Kimberwalli strategic plan and transition and discuss future directions. Work collaborative with the Executive team on the development of strategies, systems and processes. |
| Executive Directors, School Operations and Directors, Educational Leadership | * Provide expert advice and recommendations on stakeholder management, organisational strategy, decisions and implementation. |
| Direct Reports | * Led, manage performance expectations and oversight of the implementation of effective performance management frameworks and processes. • Inspire, motivate, provide leadership and support team members to achieve goals. |
| **External** |  |
| NSW Aboriginal peak orgnisations including the NSW Aboriginal Education Consultative Group (NSW AECG), the NSW Coalition of Aboriginal Peak Organisations (CAPO) and other Aboriginal organisations in Western Sydney | * To ensure effective liaison and maintain strategic relationships with key stakeholders and to provide regular consultation as required. |
| NSW Government Agencies | * Establish networks and partnerships that deliver outcomes against strategic objectives. Leverage intelligence and collaborate on emerging issues |
| Stakeholder and Advocacy Groups | * Establish and maintain positive relationships, sharing information, decision and collaborating to achieve outcomes |

# Role dimensions

## Decision making

The Director, Kimberwalli makes all decisions affecting the operations, budget (within delegation) and activities and is responsible for the resolution of contentious matters and the management of staff.  
  
is accountable for the formulation, integrity and reliability of expert advice and recommendations to senior officers, key community and industry stakeholders, other educational institutions, staff and community groups and makes decisions relating to strategies to resolve issues and contentious matters.  
  
Within the context of Departmental and Government strategy, this position can negotiate and enter into contractual arrangements and partnerships exercising professional judgement and due process.

## Reporting line

Executive Director, Aboriginal Outcomes and Partnerships

## Direct reports

Two direct reports

## Budget/Expenditure

This position has a financial delegation of $200,000

Key knowledge and experience

* Appropriate tertiary qualifications in education, human services, business, management or a related field, and/or equivalent experience.
* Demonstrated experience leading, developing and implementing Aboriginal policy, programs or service development.
* Hold a valid clearance to work with children (Working with Children Check) for paid employment.

Essential requirements

* This is an Aboriginal identified role.
* Knowledge of and commitment to the Department's Aboriginal education policies and the Partnership Agreement with the NSW AECG Inc.
* Demonstrated ability to communicate sensitively and effectively with, and understand issues impacting on Aboriginal and Torres Strait Islander peoples.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 | | Remain composed and calm and act constructively in highly pressured and unpredictable environments  Give frank, honest advice in response to 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 and difficult or controversial issues | Advanced |
|  | **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 |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Use own professional knowledge and the expertise of others to drive forward organisational and government objectives  Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation  Identify, recognise and celebrate success  Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes  Identify and remove potential barriers or hurdles to achieving outcomes  Initiate and communicate high-level priorities for the organisation to achieve government outcomes | Highly 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 |
|  | **Project Management**  Understand and apply effective planning, coordination and control methods | | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
|  | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | | 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  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 | Advanced |
| **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** |
|  | Act with Integrity | | Be ethical and professional, and uphold and promote the public sector values | Advanced |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | 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 | Advanced |
|  | 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 | 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 |