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| **Cluster** | Education |
| **Agency** | Department of Education |
| **Division/Branch/Unit** | Operations / Information Technology / Planning, Performance and Delivery |
| **Role number** | TBC |
| **Classification/Grade/Band** | Public Service Senior Executive Band 1 |
| **Child-related Role** | No |
| **Kind of Employment** | Ongoing |
| **ANZSCO Code** | 135199  |
| **PCAT Code** | 2326111  |
| **Date of Approval** | 29 August 2024 |
| **Agency Website** | 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.**

Primary purpose of the role

The role leads and develops Digital strategy and execution planning to drive the strategic prioritisation of technology products whilst leading the development and implementation of the directorates strategic planning framework and investment planning. This role has ownership of the department's Digital Strategy and its ongoing benefits management and realisation.

Key accountabilities

* Provide strategic insight, advice and support in the design and implementation of effective and consistent strategy development that delivers on outcomes and enables strategic thinking to optimise the planning processes for the department and inform strategic decision making.
* Guide the departments strategic planning and prioritisaton process to ensure alignment with the departments strategic objectives together with the technology roadmaps to ensure investment into projects and programs to deliver maximum value for the department.
* Develop, manage and maintain the directorates performance strategy. This includes monitoring and reporting on performance and compliance to enable the directorate to deliver its objectives within legal/statutory, public service and ethical obligations.
* Lead and direct the provision of digital strategic communications with a focus on technology story telling to support and contribute to the achievement of key technology priorities, ensuring clear and effective communication between the directorate and our executive stakeholders.
* Working closely with our technology enablement function, lead cross functional teams to ensure each functional area is delivering against the Digital Strategy and department objectives, ensuring clarity of purpose and scope for product development, infrastructure management andcapability uplift.
* Drive and evaluate operational performance outcomes which contribute to the achievement of the division’s strategy and be accountable for providing detailed and reliable analysis to support strategic and dynamic decision-making processes and to identify and drive opportunities for innovation
* Foster a culture which drives and encourages high performance, collaboration, agility and accountability in the delivery of educational outcomes aligned with the division’s and Department’s strategy. Model and promote a strong risk culture throughout the business unit in line with the department’s risk management and governance frameworks, including Work Health and Safety (WHS) risk management as outlined in the WHS policy.
* 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 Department values.

Key challenges

* Anticipating and responding to unplanned changes in Government priorities or funding appropriations which are likely to impede effective delivery against the strategic plan, and identifying mechanisms which mitigate these risks.
* Work within an environment where technologies are subject to rapid evolution and change and identify technology solutions and platforms that improve the efficiency and effectiveness of the overall service offering for customers and drive improved value.
* 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.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Deputy Secretary/Executive Director | * 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.
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| Directors | * 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.
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| Reporting Staff | * 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.
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| Division staff | * Work in collaboration to ensure the seamless planning, scoping and delivery of ongoing arrangements and fit for purpose high quality services and solutions.
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| Department staff | * 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.
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| **External** |  |
| Other NSW Government Agencies | * 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
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# Role dimensions

## Decision making

This role is accountable for the performance of strategic planning, prioritisation, governance portfolio and the achievement of the division’s and Department’s objectives.

## Reporting line

The role reports to the Executive Director, Planning, Performance and Delivery.

**Direct reports**

This role has approximately 5 direct reports.

## Budget/Expenditure

Budget will be as per budget allocations and delegations

The role has a financial delegation of up to $500,000.

Key knowledge and experience

* Proven experience developing ICT strategic planning solutions and working with technical specialists, operational teams, and cross functional teams.
* Demonstrated extensive experience at a senior level in the management of a large complex organisation.
* Knowledge of and commitment to implementing the Department’s [Aboriginal Education Policy](https://policies.education.nsw.gov.au/policy-library/policies/aboriginal-education-and-training-policy?refid=285843) and upholding the [Department’s Partnership Agreement with the NSW AECG](https://education.nsw.gov.au/content/dam/main-education/teaching-and-learning/aec/media/documents/partnershipagreement.pdf) and to ensure quality outcomes for Aboriginal people.

Essential requirements

* Appropriate tertiary qualifications in a relevant discipline such as education, business, management, social sciences or communications, and/or equivalent knowledge and experience.
* Demonstrated understanding of and commitment to the value of public education.

# 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 |
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| **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 | * Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement
* 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 a long-lasting, organisation-wide impact
* Ensure effective governance systems are in place to guarantee quality analysis, research and reform
 | Highly Advanced |
|  | **Project Management**Understand and apply effective project 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 |

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| Occupation specific focus capability set |
| **Capability Set / Skill** | **Category and Sub-Category** | **Level Descriptions** | **Level and Code** |
| **Strategy and architecture Skills Framework for the Information Age Skills Framework for the Information Age logo** | Strategy and planningStrategic planning | * Sets policies, standards, and guidelines for how the organisation conducts strategy development and planning.
* Leads and manages the creation or review of a strategy that meets the requirements of the business.
* Develops, communicates, implements and reviews the processes which embed strategic management in the operational management of the organisation.
 | ITSPLevel 6 |
| **Strategy and architecture Skills Framework for the Information Age Skills Framework for the Information Age logo** | Strategy and planningEmerging technology monitoring  | * Plans and leads the identification and assessment of emerging technologies and the evaluation of potential impacts, threats and opportunities.
* Creates technology roadmaps that align organisational plans with emerging technology solutions. Engages with, and influences, relevant stakeholders to obtain organisational commitment to technology roadmaps.
* Develops organisational guidelines for monitoring emerging technologies.
* Collaborates with internal and external parties to facilitate intelligence gathering.
 | EMRGLevel 6 |
| **Change and transformation Skills Framework for the Information Age Skills Framework for the Information Age logo** | Change planningBusiness process improvement | * Manages the execution of business process improvements.
* Analyses and designs business processes to identify alternative solutions to improve efficiency, effectiveness and exploit new technologies and automation.
* Develops graphical models of business processes to facilitate understanding and decision-making. Assesses the feasibility of business process changes and recommends alternative approaches.
* Selects, tailors and implements methods and tools for improving business processes at programme, project or team level. Contributes to the definition of organisational policies, standards, and guidelines for business process improvement.
 | BPRELevel 5 |
| **Strategy and architectureSkills Framework for the Information Age Skills Framework for the Information Age logo** | Governance, risk and complianceGovernance | * Implements the governance framework to enable governance activity to be conducted.
* Within a defined area of accountability, determines the requirements for appropriate governance reflecting the organisation's values, ethics and wider governance frameworks. Communicates delegated authority, benefits, opportunities, costs, and risks.
* Leads reviews of governance practices with appropriate and sufficient independence from management activity.
* Acts as the organisation's contact for relevant regulatory authorities and ensures proper relationships between the organisation and external stakeholders.
 | GOVNLevel 6 |
| **Strategy and architecture****Skills Framework for the Information Age Skills Framework for the Information Age logo** | Strategy and planningDemand Management | * Defines the approach and sets policies for discovering, analysing, planning, controlling and documenting demand for services and products.
* Organises scoping and business priority setting for strategic business changes involving business policy-makers and direction setters.
* Engages with and influences senior stakeholders to improve the business value delivered from new or existing services and products.
* Leads the development of demand management capabilities. Leads the integration of demand management with complementary strategic, operational and change management processes.
 | DEMMLevel 6 |

# 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Act with Integrity | * Be ethical and professional, and uphold and promote the public sector values
 | Adept  |
| Manage Self | * Show drive and motivation, an ability to self-reflect and a commitment to learning
 | Adept  |
| Value Diversity and Inclusion | * Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives
 | Adept  |
|  | 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
 | Adept  |
|  | 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
 | Advanced  |
| Manage Reform and Change | * Support, promote and champion change, and assist others to engage with change
 | Advanced  |