

# Role Description

## Lead, Data Strategy



Education

|                           |   |
|---------------------------|---|
| Cluster                   | Education   |
| Agency                    | NSW Department of Education   |
| Division/Branch/Unit      | SIER / Transformation / Data & Analytics                                |
| Role number               | 230644, 230645  |
| Classification/Grade/Band | Clerk Grade 9/10  |
| ANZSCO Code               | TBD   |
| PCAT Code                 | TBD   |
| Date of Approval          | TBD   |
| Agency Website            | <a href="https://education.nsw.gov.au">https://education.nsw.gov.au</a> |

### 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.

The Transformation Directorate purpose is "to partner with the education community to drive insight, rigour and innovation in the way the Department delivers lifelong learning outcomes".

### Primary purpose of the role

The Lead, Data Strategy role will partner with business stakeholders, to define and manage business process aligned metrics and KPIs, manage metric and KPI deployment and maintain a metric and KPI single source of truth.

### Key accountabilities

- Work with key stakeholders to create business aligned data, metrics and analytics strategies to inform decision making and to enhance student learning outcomes.
- Create, manage and govern the metrics lifecycle. This includes metrics definition aligned to key business KPIs, introduction and adoption of these metrics, managing business logic change and enhancements and decommissioning end of life metrics
- Establish forums to support running of Analytics community of practice.
- Support innovation & systems design teams with quantitative analysis, data for trials & discovery.

- Identify opportunities and lead business analytics projects to develop and implement innovative approaches to solving complex business problems.
- Develop, manage and coordinate effective procedures for the documentation and mapping of Data & Analytics business processes and business requirements to ensure consistency with policy frameworks.
- 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.
- Undertake and deliver projects as determined by the Director to meet the priorities of the Group.
- Lead and establish collaborative and productive relationships with team members working on projects to achieve agreed evaluation outcomes.

## Key challenges

- Identifying efficient and effective methods and supporting processes to capture, manage and track the delivery of data reporting and analytics requirements.
- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Anticipating and responding to challenges which may impede effective delivery against strategic objectives, including identifying mechanisms to mitigate these risks.

## Key relationships

| Who                   | Why  |
|-----------------------|--|
| <b>Internal</b>       |  |
| Manager               | <ul style="list-style-type: none"> <li>• Escalates unresolved issues, keep informed, advise and receive instructions.</li> <li>• Provide regular status reports</li> <li>• Consults regarding the management of sensitive, high risk or business critical matters</li> <li>• Receives ongoing performance feedback, coaching and development</li> </ul>                      |
| Team members          | <ul style="list-style-type: none"> <li>• Supports team members, and works collaboratively to contribute to achieving the team's business outcomes</li> <li>• Inspires, motivates and mentors team members and colleagues to achieve goals</li> <li>• Provides a conduit across teams to ensure the consistent provision of advice and service</li> </ul>                     |
| Internal stakeholders | <ul style="list-style-type: none"> <li>• Develops and maintains effective working relationships and open channels of communication to consult, liaise and negotiate in achievement of mutually beneficial outcomes</li> <li>• Resolve issues and provide solutions to problems</li> <li>• Provide technological advice to improve day to day business performance</li> </ul> |
| <b>External</b>       |  |

| Who          | Why  |
|--------------|--|
| Stakeholders | <ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards</li> <li>• Engage with, consult, seek clarification and provide advice and responses to ensure the prompt resolution of issues</li> </ul> |

## Role dimensions

### Decision making

This role acts independently in performing its core work functions and applies specialised knowledge, skills and professional judgement to achieve outcomes. In matters that are sensitive, complex, high-risk or business critical, the role consults with the supervisor to agree on a suitable course of action.

### Reporting line

The role reports to the Manager, Data Strategy and Delivery.

### Direct reports

Nil

### Budget/Expenditure

As per delegations and within budget.

## Key knowledge and experience

- Demonstrated expertise in business intelligence with strong data analytical skills
- Tertiary qualifications or relevant experience in Information Systems, Business Analytics, Human Resource Management or relevant discipline
- 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

- A valid Working with Children Clearance

## 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    |
| <div><br/>Personal Attributes</div> | <b>Act with Integrity</b><br>Be ethical and professional, and uphold and promote the public sector values                    | <ul style="list-style-type: none"><li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li><li>• Act professionally and support a culture of integrity</li><li>• Identify and explain ethical issues and set an example for others to follow</li><li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li><li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li></ul>   | Adept    |
| <div><br/>Relationships</div>      | <b>Communicate Effectively</b><br>Communicate clearly, actively listen to others, and respond with understanding and respect | <ul style="list-style-type: none"><li>• Tailor communication to diverse audiences</li><li>• Clearly explain complex concepts and arguments to individuals and groups</li><li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li><li>• Share information across teams and units to enable informed decision making</li><li>• Write fluently in plain English and in a range of styles and formats</li><li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li></ul>                 | Adept    |
|  | <b>Work Collaboratively</b><br>Collaborate with others and value their contribution  | <ul style="list-style-type: none"><li>• Recognise outcomes achieved through effective collaboration between teams</li><li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li><li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li><li>• Network extensively across government and organisations to increase collaboration</li><li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li></ul> | Advanced |

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**Influence and Negotiate**

Gain consensus and commitment from others, and resolve issues and conflicts

- Negotiate from an informed and credible position Adept
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict



Results

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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 Adept
- 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

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**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 Adept
  - 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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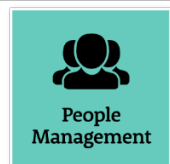


### Project Management

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



### 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        |
|---|-------------------------------------|--|--------------|
| <br><b>Personal Attributes</b> | 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        |
|   | Value Diversity and Inclusion       | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| <br><b>Relationships</b>       | Commit to Customer Service          | Provide customer-focused services in line with public sector and organisational objectives             | Intermediate |
| <br><b>Results</b>             | 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         | Intermediate |
| <br><b>Business Enablers</b>   | 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                   | Intermediate |
|   | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance     | Intermediate |
| <br><b>People Management</b> | Manage and Develop People           | Engage and motivate staff, and develop capability and potential in others                              | Intermediate |
|   | 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 |