

Role Description

Director, Strategy



Education

Agency	NSW Department of Education
Division/Branch/Unit	Delivery Unit, Strategy & Delivery
Location	Parramatta
Classification/Grade/Band	PSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Policy www.psc.nsw.gov.au/wls
Kind of employment	Ongoing
Child Related Role	No
ANZSCO Code	132411
Role Number	219805
PCAT Code	1121192
Date of Approval	November 2019
Agency Website	www.education.nsw.gov.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. Visit the Department's website above for more information.

Primary purpose of the role

The Director, Strategy leads department-wide strategic planning and business planning activities and leads the development of strategic planning and business planning capabilities across the department. The role works with stakeholders to ensure that strategic planning and business planning is effective and supports key priorities while adhering to whole of government reporting requirements. The role leads and develops a team that works in collaboration with other Divisions and maintains a student-centric focus on outcomes.

Key accountabilities

- Develop and implement an effective annual strategic planning cycle across the department—including updates of strategic and action (business) plans; aligned with divisional planning and coordinating with budgeting and reporting cycles
- Drive executive engagement and sponsorship of the strategic plan, the business plan and their supporting divisional plans to ensure alignment with the business plan and the department's priorities.
- Build departmental capability to undertake more effective strategic planning, to support effective delivery of the department's goals and priorities, including providing as needed advice and support to individual project teams.
- Support the school operational division to support effective school-level planning processes, tools and capability

- Lead a cross-disciplinary team that is focussed on providing advice, support and influence to key project teams across the Department.
- Collaboratively develop appropriate tools and resources to support improved strategic problem solving and decision-making
- Ensure that strategy and business planning processes are aligned and consistent with best-practice approaches inside and outside the sector.

Key challenges

- Effectively interacting, challenging and influencing stakeholders across the department to ensure that strategic planning and business planning supports the agreed objectives of the Department, and that there is a consistent approach to metrics and definitions.
- Ensuring that support is truly strategic, linking policy and evidence to support coordinated, evidence-based planning and decision-making.
- Supporting the development of new skills and capabilities around effective strategic planning and business planning, and working across the department to identify capacity limitations, and develop solutions.

Key relationships

Who	Why
Internal	
Executive Director, Delivery	<ul style="list-style-type: none"> • Take direction and referral of projects and responsibilities • Advise the Executive Director on issues that require escalation
Senior Executive of the Department	<ul style="list-style-type: none"> • Provide advice, guidance and support on planning, resourcing, governance, reporting and delivery of the department's priorities. • Provide evidence and analysis that prompts deep discussion of departmental reforms, and provide recommendations to improve the education system and its administration.
Delivery Unit	<ul style="list-style-type: none"> • Work together to deliver reforms with a lasting impact on the education system, to manage governance and benefits realisation for the department's priorities and reforms, and to share effective approaches with other project teams.
External	
Other NSW Government Departments	<ul style="list-style-type: none"> • Establish professional networks across the NSW Government to share approaches to strategic project delivery.
Key stakeholders	<ul style="list-style-type: none"> • Present reform directions and seek engagement to strengthen delivery of reforms.

Role dimensions

Decision making

- Exercises a high level of autonomy regarding the development and application of support within parameters endorsed by the Secretary and Executive.
- Is accountable for putting in place effective processes to support high-impact strategic planning.
- Allocates resources and support to appropriate levels, and approaches issues with innovative ideas focussed on outcomes.
- Make judgements, within the parameters set by the Executive, on inclusion or exclusion of information and detail within plans to ensure a focus on the priorities and goals of the department's business plan.

Reporting line

Executive Director, Delivery

Direct reports

Up to 10

Budget/Expenditure

The role has a financial delegation of up to \$200,000.

Essential requirements

- Relevant tertiary qualifications or demonstrated equivalent professional experience
- Extensive experience in developing and/or implementing effective annual strategic planning cycles strategy formulation and strategic planning in large complex organisations (either public and private)
- Capacity to lead staff in implementing the Department's Aboriginal Education and Training policies and to ensure quality outcomes for Aboriginal people






Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <http://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	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities for the role

It is expected that an employee new to the role will demonstrate immediate competence in each of the Focus Capabilities. The level indicated is a minimum requirement for immediate competence in the role.

In addition, behavioural indicators need to be specified for each of the focus capabilities (sourced directly from the [Capability Framework](#)).

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> 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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector Publicly celebrate the successful outcomes of collaboration Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions Identify and overcome barriers to collaboration with internal and external stakeholders

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • 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 connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long-term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Business Enablers Project Management	Advanced	<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 Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Develop workforce plans that effectively distribute organisational resources to achieve business goals • Plan for strategic use of human resources that links to wider organisational aims and goals • Encourage others to strive for ongoing performance improvement • Align systems and processes to encourage improved performance and outcomes