

Role Description

Head of Exam & Marking Resources

Cluster	Separate Agency
Agency	NSW Education Standards Authority (NESA)
Division/Branch/Unit	Examination Operations
Location	117 Clarence Street Sydney
Classification/Grade/Band	Clerk grade 11/12
Role Number	B1574
ANZSCO Code	511112
PCAT Code	1119192
Date of Approval	June 2022

Agency Overview

The NSW Education Standards Authority ('NESA') is an independent statutory authority responsible for the curriculum, assessment, teacher accreditation and regulatory standards in NSW schools, and accreditation of early childhood educators. The Authority is responsible for developing policies and initiatives for evaluating and improving quality teaching and student learning across all schools and school sectors. The Authority was established on 1 January 2017, in response to the need to adopt a more strategic and outward-looking focus, greater clarity of regulatory roles and responsibilities, and streamlined processes and systems.

Primary purpose of the role

The Head of Exam & Marking Resources leads the exam and marking resources teams responsible for the delivery and continuous improvement of activities relating to HSC examinations and marking operations.

Key accountabilities

- Ensure that the HSC examinations are conducted, and results are delivered on time and on budget through developing exam and marking schedules & protocols, and providing helpdesk support to schools, students, supervisors and markers.
- Lead the examination team responsible for examination conduct and exam phone support for schools (paper & online testing).
- Lead the development of HSC timetables, marking plans, and the employment and resource support of HSC markers, exam supervisors and helpdesk staff
- Provide strategic advice and support for the implementation of new online examinations.
- Recruit and train a large seasonal workforce for a range of marking and exam supervision roles to ensure all HSC deliverables are met without compromising quality.
- Work closely with the Head of Operations & Logistics to ensure HSC security protocols are adhered to, and that marking site operations meet all financial and legislative requirements.

- Provide advice and information to the Manager and Director on emerging project and operational issues and present recommendations to support delivery in line with established plans, budgets, timeframes, objectives and other business priorities.
- Manage & support staff using Performance and Development Plans.

Key challenges

- Managing high volume activities across multiple sites with critical timelines and limited resources.
- Managing sensitive and confidential matters associated with high stakes examinations.
- Negotiating and maintaining relationships with a diverse range of stakeholders including a significant dependency on IT systems and constraints.
- Improving complex business processes for efficiency while maintaining quality.

Key relationships

Who	Why
Internal	
Branch Manager	<ul style="list-style-type: none"> • Provide advice, report on progress and discuss future directions • Provide support to specific operational tasks • Identify emerging issues/risks and their implications and propose solutions
NESA Directorates and Branches	<ul style="list-style-type: none"> • Work collaboratively to achieve identified outcomes and resolve emerging issues
Direct Reports	<ul style="list-style-type: none"> • Lead, guide and support • Set performance expectations and manage performance and development
Supervisors of Marking, markers and Schools	<ul style="list-style-type: none"> • Provide specialist support and advice
External	
Key stakeholder organisations including education sector organisations, schools, unions teachers and students	<ul style="list-style-type: none"> • Ensure project and operational objectives are achieved and external stakeholder needs are met • 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 • Assist in the negotiation of contracts and service agreements • Assist in the management of contracts and monitor the provision of service to ensure compliance with contract and service agreements

Role dimensions

Decision making

Decisions are made in accordance with NESA and Directorate policies and procedures. The role operates with a strategic and risk management focus within a framework of legislation, policies, procedures, timelines and

resource limitations. The role undertakes problem resolution having regard to established systems, professional standards and code of conduct.

Reporting line

The Head of Exam & Marking Resources reports to the Manager, Exam Operations.

Direct reports

There are 2 direct reports and 13 indirect reports.

Essential requirements

Knowledge and understanding of large scale, high-stakes examinations.

Working with children check clearance

Note: during peak periods, the Head of Exam & Marking Resources is required to work outside of normal business hours and at other Sydney locations.

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

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 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 Take the initiative and act in a decisive way

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation • 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 and differences • 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 • Anticipate and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • 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 business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • 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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin 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
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> • 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • 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