Role Description
Director, Performance and Development

Cluster	Education
Agency	NSW Department of Education
Division/Branch/Unit	People Group
Role number	224342 (81348508)
Classification/Grade/Band	Public Service Senior Executive Band 1
Child-related Role	No
Kind of Employment	Ongoing
ANZSCO Code	132311
PCAT Code	3154392
Date of Approval	21 September 2020
Agency Website	education.nsw.gov.au

Agency overview

We ensure 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.

Primary purpose of the role

The role leads and develops policies, initiatives and programs to support and build school staff capacity and continually improve outcomes for students across the NSW public school system

Key accountabilities

- Manage and coordinate key performance and development policies, programs and resources for teaching and non-teaching school-based staff across the NSW public school system, including driving ongoing evidence-based improvements and enhancements

- Lead accreditation policy and the integration of accreditation policies and processes with teacher performance and development processes to support improved teaching quality.

- Lead strategic and business planning processes, aligning division priorities and resources to support division and Department shared objectives

- Implement strategic plans and optimise operational performance with appropriate controls and processes across the division to ensure the Department's commitment to school improvement and other critical priorities to reflect Government, Cluster and Department frameworks, policies and guidelines

- 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

- 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

- Coordinating activity of the division across a range of internal and external stakeholders 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.

- 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/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.
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.
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.
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.
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.
External	
Union / NESA	• Maintain strong collaborative relationships and interaction in relation to teacher accreditation processes and outcomes. • Leverage continuous improvements in performance planning and development approaches, tools and / or processes.

Who	Why
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

Role dimensions

Decision making

This role is accountable for the performance of the Performance & Development function and the achievement of the division's and Department's objectives.

Reporting line

The role reports to Executive Director School Workforce

Direct reports

This role has 5 - 7 direct reports.

Budget/Expenditure

Budget will be as per budget allocation and delegations.

Key knowledge and experience

- Demonstrated extensive experience at a senior level in the management in a large complex organisation.

- Capacity to lead staff in implementing the department's Aboriginal Education and Training policies 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.

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.

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FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**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
Relationships	**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
Results	**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

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FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
Results	**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
Business Enablers	**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

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FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
People Management	**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
People Management	**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.

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COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
Personal Attributes	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
Relationships	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
Results	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	Highly Advanced
Business Enablers	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
People Management	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

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