Role Description
Deputy Secretary, Public Schools

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Public Schools
Classification/Grade/Band	Public Service Senior Executive Band 3
Kind of Employment	Ongoing
Child-related Role	Yes
Role Number	TBC
ANZSCO Code	111211
PCAT Code	3111392
Date of Approval	TBC
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 Deputy Secretary, Public Schools provides leadership and strategic direction for the delivery of outstanding teaching and learning across more than 2200 NSW public schools. The role is responsible for driving innovative, evidence-based policies, processes and strategies that lead to continuous and sustainable improvement in professional practice, educational leadership and ambitious learning outcomes for our students at the school level.

The Deputy Secretary, Public Schools has a particular focus on strategic, future-focused governance, planning, execution and evaluation to ensure the achievement of priorities, goals and outcomes under the Department's Plan for Public Education.

Key accountabilities

- Lead and be accountable for the operation and performance of NSW public schools through the development and implementation of effective governance structures, enabling policies and procedures, workforce capacity building processes, evidence-based accountability systems and the delivery of future-focused educational facilities.
- Provide high level strategic leadership and guidance across the state for the achievement of excellence in educational leadership, professional practice, school performance and student outcomes in a context of continuous school improvement and accountability.

- Provide leadership and direction through the governance structure of directors and principals to ensure that schools effectively budget, allocate and manage staffing and operational resources to deliver on the strategic directions in their school plans.
- Direct the overall performance of schools and education programs by setting expectations, performance goals and standards, performance measures at a state and school level to form the basis for evaluation of effectiveness.
- Work collaboratively with the Executive team to cohesively deliver the department's responses to national and state education reforms to improve and advance equity outcomes for Aboriginal students, students with disability and vulnerable students in early learning, primary and secondary settings, and achieve the department's priorities, goals and outcomes.
- Oversee and monitor schools' compliance with legislative, policy and system requirements and ensure corrective action is implemented to meet compliance and legislative objectives.
- Drive a strong risk culture throughout the division in line with the department's risk management framework including the early identification of risks and their proactive management, and the prompt response to audit findings; while providing cohesive strategic leadership and guidance across the region, to effectively manage high level contentious issues of educational, industrial, legal and political significance and develop risk mitigation plans and strategies.
- Provide timely, strategic, expert and authoritative advice to the Minister and Secretary to enable fully informed evidence-based strategic policy recommendations and decisions and represent the department in consultations and negotiations with key external stakeholders, to optimise outcomes for the department and NSW government.
- Champion the values of the Department to guide the delivery of strategic commitments with a focus on high performance, accountability, collaboration and judgement with courage to commit to action. Embed a strong risk culture throughout the division 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.
- Ensure that the 'front facing' school support workforce of Executive Directors, School Performance, Directors Educational Leadership, Principals School Leadership and Coarch Mentors as well as School Excellence workforce are singularly focused on support and accountability for School Principals to drive School Improvement and effective school operations.

Key challenges

- Developing innovative and world class delivery models for school education that achieve high quality educational outcomes for every student in a NSW public school while ensuring collaborative practices across the Department that contribute to the development of a culture of mutual accountability.
- Driving an integrated singular focus on high performance and accountability in public schools that is consistent across all regions and responsive to the local context and the diversity of the community.
- Contributing to the state's involvement in emerging reforms and initiatives that require collaborative cross sectoral interactions while meeting challenging improvement targets in a complex, highly visible environment.
- Ensure that the work of the division is designed to reduce the equity gap across 2,200 schools servicing increasing numbers of students who experience socio-economic disadvantage, require adjustment for disability, come from language backgrounds other than English, are Aboriginal or hve to overcome multiple disadvantage factors.

Key relationships

Who	Why
Ministerial	
Minister	• Provide expert advice, accurate information and timely responses to issues • Collaborate and maintain open relationships to expedite responses and information transfer
Internal	
Secretary	• Discuss and collaborate on strategic planning and other leadership matters. • Alert to operational or service issues which may escalate, or which may have State-wide impact. • Negotiate budgets and resources consistent with strategic plans and goals. Communicate information related to performance against strategic plans and budgets and potential variations which may have impact on budgets or performance. Negotiate budgets and resources consistent with strategic plans and goals.
Executive	• Provide strategic advice and influence decision making processes. • Implementation of governance frameworks.
Direct reports	• Inspire and motivate, provide leadership and support. • Set overall performance expectations and oversight of the implementation of effective performance management frameworks and processes.
External	
Community/Industry stakeholders	• Manage relationships to ensure that programs and services are high quality and targeted to meet evolving needs, including with the NSW Secondary Principal's Council, the NSW Primary Principal's Association, the NSW Federation of Parents and Citizens Association, the Aboriginal Consultative Group and the NSW Teachers Federation.
Other NSW Government Agencies	• Share information, identify areas for collaboration and take active advantage of synergies with all relevant agencies, in particular the NSW Educational Standards Authority.
Broader government stakeholders	• Maintain effective relationships to exchange performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services.

Role dimensions

Decision making

In consultation with the Secretary, and within the framework of the Department and Division's strategic objectives, central agency requirements and statutory obligations, the Deputy Secretary sets the performance targets, objectives and priorities for the Division.

The role may directly commit resourcing, relating to the area of responsibility of the Division.

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Reporting line

This role reports to the Secretary.

Direct reports

This role has up to 8 direct reports

Budget/Expenditure

Budget Allocation $20 Million.

The role has a financial delegation of $3,000,000.

The role has oversight of the expenditure of public school budgets across NSW.

Approximately $1.4billion is allocated to schools to be used according to school priorities set by principals and their school communities to directly influence student outcomes. The principal is responsible to the Director, Educational Leadership for the effective management and expenditure of the school budget.

Key knowledge and experience

- Tertiary qualification/s in a relevant discipline and/or demonstrated experience at an executive level in the management of major service deliverables in a large complex organisation
- 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

- Hold a valid clearance to work with Children (Working with Children Check).
- Demonstrated understanding of and commitment to the value of public education.

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
Personal Attributes	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations	Highly Advanced
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	• Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour	Highly Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
Relationships	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional • Achieve effective solutions when dealing with ambiguous or conflicting positions • Anticipate and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution	Highly 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
	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
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved	Highly Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies	Advanced
People Management	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority	Highly Advanced
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	• Champion the organisational vision and strategy, and communicate the way forward • Create a culture of confidence and trust in the future direction • Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation • Communicate the parameters and expectations surrounding organisational strategies • Celebrate organisational success and high performance, and engage in activities to maintain morale	Highly Advanced

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FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	• Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level	Highly 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.

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
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
	Work Collaboratively	Collaborate with others and value their contribution	Highly Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced