

Role Description

Deputy Secretary School Operations & Performance



Education
Public Schools

Agency	Department of Education
Division	School Operations & Performance Division
Location	Bridge St
Classification / Grade / Band	PSSE Band 3
Kind of Employment	Permanent
Role Number	180222
ANZSCO Code	111211
PCAT Code	3111392
Date of Approval	26-Jun-2017
Agency Website	www.dec.nsw.gov.au

Department of Education

The NSW Department of Education serves the community by leading the provision of world-class education. The department protects young children by regulating preschool and long day care providers. Once children move into school, we provide them with a world-class primary and secondary education. We also work to advance the wellbeing of Aboriginal people.

School Operations & Performance Division

School Operations and Performance Division leads and directs the operations of more than 2200 NSW public schools to maximise the academic achievements of all students and create a culture of success, learning and a desire to achieve, underpinned by innovative, adaptive and supportive strategies that also supports the quality of teaching and educational leadership at the school level. The division is responsible for managing policy, strategies and operations that support principals, teachers and students in preschools, infants, primary, secondary, central and community schools, specialist and comprehensive schools, specific purpose schools, intensive English and environmental education centres. The overarching goal of School Operations and Performance Division is to achieve the best possible outcomes for the students in our public schools from preschool to year 12.

Primary purpose of the Role

The Deputy Secretary, School Operations and Performance provides leadership and strategic direction for the delivery of quality teaching and learning across more than 2200 public schools in NSW. The Deputy Secretary is responsible for driving innovative, evidence-based policies, processes and strategies that lead to continuous and sustainable improvement in professional practice, educational leadership and student outcomes at the school level. The Deputy Secretary, School Operations and Performance has a particular focus on strategic, future focussed governance, planning, execution and evaluation to ensure the achievement of Departmental priorities, goals and outcomes.

Key accountabilities

- Drive and be accountable for the operation and performance of the state's 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 focussed educational facilities.
- Provide high level strategic leadership and guidance for the achievement of excellence in educational leadership, professional practice and school performance 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.
- Build workforce capacity in leadership and professional practice through the development and implementation of high quality professional learning strategies and initiatives that meet state and national professional standards, are research based and abreast of national and international best practice.
- Work closely with the Deputy Secretary, Educational Services to deliver the department's responses to national and state education reforms to improve 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.
- Provide strategic leadership and guidance across the division 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.

Represent the department in consultations and negotiations with key external stakeholders, including other government jurisdictions nationally and internationally, to optimise outcomes for the department and NSW government.

Key challenges

- Develop innovative and world class delivery models for school education that achieve high quality educational outcomes for every student in a NSW public school.
- Drive and strengthen an integrated singular focus on high performance and accountability across more than 2200 public schools that is responsive to the local context and the diversity of the community.
- Contribute to the state's involvement in emerging reforms and initiatives that require collaborative cross sectoral interactions and the meeting of challenging improvement targets.

Ensure collaborative practice across the department and contribute to the development of a culture of mutual accountability across all divisions.

Key relationships

Who	Why (i.e. purposes of the relationship)
Ministerial	
Minister for Education	<ul style="list-style-type: none"> • Consult directly with Minister for Education, providing accurate information, interpretation of planning and decision influences and timely responses to sensitive or contentious issues. • Collaborate and maintain effective relationships with ministerial staff.
Internal	
Secretary of Education	Negotiate budgets and resources consistent with strategic plans and goals. Alert to operational or service issues which may escalate, or which may have State-wide impact. Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance.

Role dimensions

Decision making

In consultation with the Secretary of Education, 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. The role has a financial delegation of up to \$3 million.

Reporting line

Nil

Direct reports

The role has the following direct reports:

- Director School Operations & Performance
- ED, Leadership & High Performance
- Executive Director School Performance(6)

Budget/Expenditure

The role has a financial delegation of up to: \$ 3,000,000

Essential requirements


- Tertiary qualifications in a relevant discipline.
- Demonstrated extensive experience at a senior level in the management of major service deliverables 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.

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

Capabilities summary

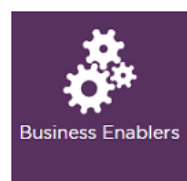
Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level (refer to Capability Framework)
 Personal Attributes	Manage Self	Advanced
	Value Diversity	Advanced
	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Highly Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Highly Advanced
	Plan and Prioritise	Advanced
	Deliver Results	Highly Advanced
	Think and Solve Problems	Highly Advanced



Demonstrate Accountability

Highly Advanced



Finance

Advanced

Procurement and Contract Management

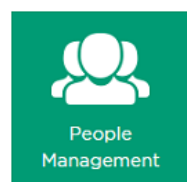
Advanced

Project Management

Advanced

Technology

Advanced



Optimise Business Outcomes

Advanced

Manage and Develop People

Highly Advanced

Inspire Direction and Purpose

Highly Advanced

Manage Reform and Change

Highly Advanced

Focus capabilities for the Role

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		
Capability Group and Name	Level	BEHAVIOURAL INDICATORS
Personal Attributes Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> Create a climate which encourages and supports openness, persistence and genuine debate around critical issues Provide sound 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 keep control of own emotions and act as a stabilising influence even in the most challenging situations
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> Champion and act as an advocate for the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government Define, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> 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

		<ul style="list-style-type: none"> and bargaining strategy • Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt 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
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	Highly Advanced	<ul style="list-style-type: none"> • Establish and promote a culture which encourages 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 long standing, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Results Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> • Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness • Promote a culture of accountability with clear line of sight to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with 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 the achievement of government aims and objectives
Business Enablers Technology	Advanced	<ul style="list-style-type: none"> • Show commitment to the use of existing and deployment of appropriate new technologies in the workplace • Implement appropriate controls to ensure compliance with information and communications security and use policies • Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes • Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes • Implement and monitor appropriate records, information and knowledge management systems protocols, and policies
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure

		<ul style="list-style-type: none"> 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, which values high levels of constructive feedback, and exposure to new experiences • Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
People Management Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none"> • Champion the organisational vision and strategy, and communicate the way forward • Create a culture of confidence and trust in 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
People Management Manage Reform and Change	Highly Advanced	<ul style="list-style-type: none"> • Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies • Build staff support 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