



NGS GLOBAL

AMERICAS • EUROPE • ASIA • AFRICA

INFORMATION FOR CANDIDATES



Department of Education & Communities, NSW
Executive Director, Learning and Teaching

November 2017

NGS Global Pty Ltd
L5/175 Collins Street
Melbourne VIC 3000 Australia

T +61 3 8626 0600 / 1300 138 863

www.ngs-global.com

CONTENTS

1.	Role Summary	Page 3
2.	Role Overview	Page 4
3.	Agency Overview	Page 4
4.	Educational Services Division	Page 4
5.	Primary Purpose of the Role	Page 4
6.	Key Accountabilities	Page 5
7.	Key Challenges	Page 6
8.	Key Relationships	Page 6
9.	Role Dimensions	Page 7
10.	Essential Requirements	Page 8
11.	Capabilities for the Role	Page 8
12.	To Apply for this Role	Page 14

1. Role Summary

Are you interested in making a difference to education in NSW public schools?

- Two key leadership roles within Educational Services available
- Full time ongoing roles currently based in Sydney CBD
- Public Service Senior Executive Band 2, Executive Directors
- Attractive remuneration package on offer

The New South Wales Department of Education has an aspiration to ensure that NSW Public Schools deliver a world-class education. The Educational Services Division leads and directs the effective provision of educational, corporate and business services that add value to teaching and learning across public schools in New South Wales. The objective is to improve teaching quality, and enhance the learning outcomes and wellbeing of every child in more than 2,200 public schools. Both appointments will play a key role delivering this objective by embedding a culture of continuous improvement and high quality service throughout the Division's work.

Executive Director, Learning and Teaching – Job Ref: 00005SUQ

As Executive Director, you will provide leadership and direction to teaching and learning from preschool to year 12 to improve the quality of teaching across NSW Public Schools.

A key aspect of the role will be to drive innovation in professional practice by co-designing and delivering high quality, research based professional learning that is abreast of national and international best practice.

To be successful, you will have a track record of successfully managing and developing people and leading change, with a depth of understanding of evidence based systems to improve teaching quality and school performance.

If you are a professional, forward thinking and results oriented individual with a desire to work in a complex, rewarding and challenging environment, apply today.

Additional information can be accessed online at iworkfor.nsw.gov.au

2. Role Overview

Division/Branch/Unit:	Educational Services
Position Title:	Executive Director, Learning and Teaching
Location:	Sydney
Classification:	Public Service Senior Executive Band 2
Senior Executive Work Level Standards:	Work Contribution Stream: Service/Operational Delivery www.psc.nsw.gov.au
Agency Website:	www.dec.nsw.gov.au

3. Agency Overview

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. Visit the Department's website above for more information.

4. Educational Services Division

Educational Services Division leads and directs the effective provision of educational, corporate and business services that add value to teaching and learning across more than 2200 public schools in NSW. The Division is responsible for coordinating the development and delivery of quality and responsive policies, processes, services, technologies, or business systems that contribute to maximising achievement for every student in a NSW public school.

5. Primary Purpose of the Role

The Executive Director, Learning and Teaching has a key role in developing and implementing the reform agenda that will change the culture and practice of educational service provision to improve teaching quality and enhance the learning outcomes of every child in more than 2200 public schools across NSW.

The Executive Director will provide high level strategic leadership to the Department of Education to enhance the quality of teaching to improve every student and develop approaches to tailor support to improve every school in early learning, primary and secondary education settings through the provision of innovative and responsive services, programs, and policies that inform quality professional practice.

The Executive Director is part of a collaborative, consultative executive team working closely with the Deputy Secretary Educational Services to provide leadership for the department in the development, implementation and review of strategies, systems and processes to achieve the department's corporate strategic directions.

6. Key Accountabilities

- Lead and be accountable for the provision of services, programs and policies across the domains of early learning, primary, and secondary education, with a particular focus on curriculum delivery, literacy, numeracy, arts, sports and initiatives, ensuring that operational targets are achieved and the delivery of support to schools is timely and tailored.
- Provide strategic leadership and direction for teaching and learning from pre-school to Year 12 to improve the quality of professional practice and instructional leadership and provide direct support to schools to drive innovative practice that is future focused.
- Lead the drive for change in culture and practice in learning and teaching and deliver a positive educational experience for every student, by embedding the use of evidence based systems to set aspirational goals for individual learning outcomes, and ensure that schools are supported to deliver differentiated curriculum and improve student performance.
- Lead the provision of support to schools for the implementation of curriculum, including new syllabuses and ensure that services, professional learning programs and teaching resources meet the diverse needs of staff and students in early learning, primary, secondary and specialist settings across the state.
- Provide strategic leadership and work with experts and practitioners to co-design professional learning and compliance training for school staff that is high quality, research based, and abreast of national and international best practice in the context of current government priorities, policies, legislation and community expectations.
- Liaise and work in partnership with other government agencies, private providers, business sector and the broader community to enhance transition for students' pre and post school through early learning initiatives, vocational education and pathways to the further education, tertiary and employment sectors.
- Represent the Department at the state and national levels and formulate expert advice and sound recommendations to the Deputy Secretary Educational Services, Secretary and Minister, on key commonwealth and state directions, policies, priorities and major reforms related to teaching and learning that have significant implications for New South Wales.
- Provide strategic leadership and advice to the Department in the management of complex operational and contentious issues across the learning and teaching domains to ensure efficient and prompt resolution of those with educational, industrial, legal and political significance.

7. Key Challenges

- Providing strategic leadership and direction for teaching and learning from pre-school to Year 12 in the Educational Services Division to contribute to the achievement of the department's vision for public education in NSW to be world class.
- Contributing to the state's involvement in emerging reforms and initiatives that require collaborative cross sectoral interactions to meet challenging improvement targets in student outcomes.
- Driving the major change in school and departmental practice and culture associated with departmental commitments, government priorities, commonwealth and state reforms and legislative requirements.

8. Key Relationships

Who	Why
Ministerial	
Minister	<ul style="list-style-type: none"> • To provide high level, strategic and authoritative policy advice.
Internal	
Secretary Department of Education, Deputy Secretary Educational Services and other Deputy Secretaries	<ul style="list-style-type: none"> • To discuss issues, priorities and to provide authoritative and expert advice in relation to the delivery and implementation of school strategies, policies and programs. • To work as a collaborative consultative executive leadership team and provide leadership for the Department in the development, implementation and review of strategies, systems and processes to achieve the Department's corporate strategic directions.
Executive Directors, State Office Directors, Directors School Services, Directors Educational Leadership, other Directors and senior officers	<ul style="list-style-type: none"> • To support the delivery of high quality early learning, primary and secondary education. • To ensure schools have access to expert advice and resources to support high quality professional practice and achieve enhanced outcomes for students
External	
NESA, NSW Principals associations, NSW Teachers Federation, NSW Parents and Citizens Associations, NSW Aboriginal Education Consultative Group Inc, other	<ul style="list-style-type: none"> • To ensure effective liaison and maintain strategic relationships with key stakeholders to ensure harmonious working relationships.

Who**Why**

education sectors, key government agencies

9. Role Dimensions

Decision making

The Executive Director Learning and Teaching:

- in consultation with the Deputy Secretary Educational Services sets education objectives and determines organisational policies and strategies particularly in relation to early learning and primary education, secondary education, literacy and numeracy and arts, sports and initiatives
- has significant responsibility for exercising sound judgement in driving the implementation and monitoring of strategies to achieve successful outcomes in public schools;
- is fully accountable for the quality, integrity, reliability and timeliness of the advice and recommendations provided to the Deputy Secretary, other members of the Executive and Ministers' staff, based on professional experience, sound judgement, research and whole of government requirements; and
- exercises independent judgment in the management and resolution of emergent and contentious issues, especially those that have political sensitivity.

Reporting line

The role reports to the Deputy Secretary Educational Services.

Direct reports

The role has 15 direct reports: Director Early Learning and Primary Education (PSSE1), Director Secondary Education (PSSE1) Director Arts, Sports and Initiatives (PSSE1), Director Literacy and Numeracy (PSSE1), Professional Support Officer (PEO), Executive Support Officer (CL7/8), Administrative Officer (CL5/6), Administrative Support Officer (CL1/2 x 8).

The total number of staff in the Learning and Teaching directorate is 190. Indirect reports include approximately 700 seasonal or casual tutors supporting community languages, arts and sports programs.

Budget/Expenditure

Learning and Teaching budget: \$297.2 million.

The role has a financial delegation of up to \$500,000.

10. Essential Requirements






- Appropriate tertiary qualifications in a relevant discipline such as education, business, management, social sciences or communications, and/or equivalent knowledge and experience
- Hold a valid clearance to work with Children (Working with Children Check)
- Capacity to lead staff in implementing the Department's Aboriginal Education and Training policies and to ensure quality outcomes for Aboriginal people.

11. 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
	Display Resilience and Courage	Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Advanced
	Value Diversity	Highly Advanced
	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
Personal Attributes Value Diversity	Highly Advanced	<ul style="list-style-type: none"> Create and drive a culture where all staff value diversity of people, experiences and backgrounds Use diversity to foster innovation, drive change across the organisation and leverage business outcomes Develop and promote integrated workplace diversity principles across the organisation Champion the business benefits generated by workforce diversity Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>outside of government</p> <ul style="list-style-type: none"> 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	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Plan and Prioritise	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
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
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>communications strategy for all stages of projects</p> <ul style="list-style-type: none"> • 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 • Manage transitions between project stages and ensure that changes are consistent with organisational goals
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 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 Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers

12. To Apply for this Role

To apply, please submit a brief Cover Letter, CV and statement detailing your experience relevant to the position and in line with the Key Selection Criteria directly to the following email address applications.australia@ngs-global.com citing Role **00005SUQ**.

Should you require further information after reviewing this document, and after reviewing the Agency website www.dec.nsw.gov.au, please contact NGS Global's Grant Nichol on either of the following numbers: 1300 138 863 or +61 3 8626 0600.

Applications are requested by COB on 17 December, 2017.

About NGS Global -- www.ngs-global.com

Who We Are

NGS Global is a consulting firm which delivers specialist Executive Search and Executive Leadership Capability and Development services for clients internationally. We help clients build and sustain excellent leadership teams. The firm is privately owned and was created by some of the most experienced and respected search and assessment practitioners in their field, worldwide.

With 28 offices across the Americas, Europe, Asia and Africa, NGS Global provides the extensive resources of major global executive search and advisory firms along with high-touch service, accelerated completion cycles and superior candidate access made possible by a mid-sized platform without external shareholders. Through our commitment to industry expertise, cultural knowledge and partner-led search execution, we deliver exceptional value to our clients.

Each of our partners has significant international business leadership experience and real understanding of the intrinsic differences across the industry, business sectors and cultures in which we operate. We deliver mandates across many different facets of business and industry, public organisations and government.

Our culture is one of deep commitment to delivering exceptional service to all our stakeholders.

The quality of an organisation's leadership is the essence of differentiation between degrees of success. It often makes the essential difference which delivers success and averts failure.

What We Do

We advise clients on leadership issues and help them appoint and develop the most effective executives for their organisations. We assess, measure, steer and develop individual and team leadership capabilities, in order to evolve high levels of performance. We work with a wide range of clients, including multinational corporations, entrepreneurial businesses, private equity firms, family-owned companies, government and non-profit organisations.

Diversity

We have a deep appreciation for the value of diversity. As a firm dedicated to working with our clients to build their global and local talent capabilities, we know that diversity is a business imperative.

Oceania Office Locations

Sydney, Canberra, Melbourne, Brisbane, Auckland