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INFORMATION FOR CANDIDATES



ACT Education Directorate **Executive Director, Service Design and Delivery**

November 2017

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1. Role Summary

Executive Opportunities with ACT Education



The ACT Public Education is a thriving, innovative and progressive education system that continues to expand. It leads the nation with the highest average levels of education achievement of all Australian states and territories. Comprising of 87 public schools and 46,000 students, the ACT Education Directorate is responsible for early childhood, primary and secondary education. Its vision is that all young people in the ACT learn, thrive and are equipped with the skills to lead fulfilling, productive and responsible lives. The focus is on developing the capabilities of children and young people for citizenship, community engagement and successful life outcomes. The following three Executive Director appointments will form part of the senior executive team within the (Education) Directorate.

The ACT Government is establishing in the new generation of quality leaders of the highest levels of the public sector. Appointees to these roles will need to be visionary, astute and resilient leaders with a passion for education. They require high-level intellectual and analytical skills including systems thinking with the ability to discern inter-relationships in business activities, operationalise strategic directions, manage tension points and leverage for sustainable impact in key deliverables.

Executive Director, School Improvement

Reporting to the Deputy Director-General, the Executive Director, School Improvement will provide executive leadership and strategic advice to the senior executive team and the Minister on the ACT school improvement strategy and school system performance whilst working across the Directorate to provide advice on future education system capability needs. The appointee will provide executive leadership of school operations across all four school networks and will be responsible for the ongoing delivery of the Directorate's strategic school improvement regime which is anchored in putting schools and students first through building capability amongst teachers and the school leadership.

Executive Director, Service Design and Delivery

The Executive Director, Service Design and Delivery will lead the policy creation, service design and integration for the core function of the Directorate – the provision of high-quality education services to ACT public schools. Reporting to the Deputy Director-General, the appointee is responsible for building and enhancing an effective, robust and data lead strategic and cohesive policy function as well as the design and delivery of a range of human services designed to strengthen student engagement and address issues of equity in the system. The appointee will also play a key role in Directorate's digital strategy in line with the whole of ACT government digital policy frameworks. This includes delivery of improved e-business and e-learning initiatives and other initiatives with a particular focus on professional capability and research in pedagogy, curriculum, student engagement and well-being.

Both positions require exceptional executive leadership and management skills. A background in education and an understanding of the relationships between Department, Government and Minister, peak bodies, and the community would be an advantage. High-level, negotiating skills and judgment in relation to financial management and organisational improvement, and the capacity for innovation will be critical in these roles.

Executive Director, Business Services

Reporting to the Director-General and part of the senior executive team, the Executive Director, Business Services provides strategic leadership of a team of senior management specialists in Finance, Infrastructure and Asset Management, small and large-scale capital works, Human Resources, Administration and Governance, Ministerial and Coordination.

The role requires an individual with exceptional leadership, administrative, and management skills as well as a comprehensive understanding of effective public sector governance to provide strategic commercial advice and lead complex projects and programs of work. Demonstrated experience in complex procurement and business case development will be important as are stakeholder management skills. The position works closely with a broad range of groups, including unions, Procurement Board, and the GSO. The role represents the Director-General in a number of high-level boards and committees and also has responsibility for the regulation of the non-government schooling sector. Experience in the education sector or other complex human service organisation would be an advantage.

To obtain position documentation or to apply, please email applications.australia@ngs-global.com quoting reference numbers: J15454 - Executive Director, School Improvement | J15455 - Executive Director, Service Design and Delivery | J15456 - Executive Director, Business Services.

If further information is required after reviewing documentation, please contact Grant Nichol at NGS Global on 1300 138 863 or +61 3 8826 0600. Applications close 17 December 2017]



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2. Role Overview

| | |
|------------------------|--|
| Directorate: | Education |
| Position Title: | Executive Director, Service Design and Delivery |
| Location: | Canberra |
| Classification: | SES Band 2 |
| Agency Website: | www.act.gov.au |

3. The Directorate

The Education Directorate is responsible for early childhood education and care and school education in the ACT. The Directorate provides school education services to children and young people both directly through public schools and indirectly through regulation of non-government schools and home education.

Our vision is that all young people in the ACT learn, thrive and are equipped with the skills to lead fulfilling, productive and responsible lives. We focus on developing the capabilities of children and young people for citizenship, community engagement and successful labour market outcomes. Our programs ensure that young people are engaged in schooling for overall individual and social wellbeing.

The ACT public education system continues to expand. The 2017 February census collection reported over 46,000 students attending 87 public schools, which comprise:

- fifty preschool to year 6 schools (including four Koori preschools);
- ten year 7 to 10 high schools;
- eight year 11 and 12 secondary colleges;
- six early childhood schools (preschool to year 2);
- four special schools;
- seven preschool to year 10 schools (including one Koori preschool);
- one kindergarten to year 10 school; and
- one year 7 to 12 school.

The Directorate also has responsibility for the planning and coordination of early childhood education and care services for the ACT. There are over 340 early education and care services in the ACT that fall under the National Quality Framework.

The Directorate is structured around three divisions: School Performance and Improvement Division; System Policy and Reform; and Business Services. The Directorate employs 6,052 staff including 3,680 school teachers and leaders.

A link to the Directorate's organisational chart is

http://www.education.act.gov.au/_data/assets/pdf_file/0011/874046/Organisation-Chart.pdf.

The Directorate operates within a 'One ACT Government' framework to facilitate the implementation of whole-of-government priorities and initiatives. The ACT Government's vision for the Territory is embodied in the following strategic themes – quality health care; a fair and safe community; excellent education, quality teaching and skills development; a strong dynamic economy; a vibrant city and great neighbourhoods; a sustainable future; and high-quality services.

4. Structure and Governance

The Senior Executive Team (SET) Board is authorised by the Director-General as the key leadership, planning and accountability governance body of the ACT Education Directorate (the Directorate). The SET Board's responsibilities are to formulate strategic direction, taking into account changing community needs and government priorities; and monitor the Directorate's performance, compliance, assurance, and risk assessment and mitigation.

In addition, the Corporate Executive, comprising SET and branch directors, plans and reviews the strategic direction of the Directorate and monitors performance in key areas, including educational and financial performance.

5. Future Directions and Key Drivers

The Directorate works in partnership with students, parents and the community to ensure that every child in the ACT has access to an excellent education, irrespective of where they live, their personal circumstances, or the school they attend. High achievement for all students through connected and inclusive learning across all sectors of the education system is achieved through a focus on quality learning, inspirational teaching and leadership, high expectations and high performance, connecting with families and the community, and improvement and innovation in business systems.

The ACT has the highest average levels of educational achievement of all Australian states and territories. It is from this benchmark that the Directorate is focused on striving for even better outcomes to unequivocally lead the nation. The Directorate's 2014-17 Strategic Plan - Education Capital: Leading the Nation, sets out a commitment to:

- increase the number of high performing students.
- reduce the number of students who are not achieving.
- increase the number of children who benefit from early childhood education and care.

- increase the qualification levels of the ACT community.

The 2014-17 Strategic Plan includes the following priority areas:

- Quality learning
- Inspirational teaching and leadership
- High expectations, high performance
- Connecting with families and the community
- Business innovation and improvement.

The Directorate's 2014-17 Strategic Plan - Education Capital: Leading the Nation is available at:

http://www.education.act.gov.au/_data/assets/pdf_file/0008/517463/Strategic-Plan-2014-2017.pdf

The Education and Training Directorate's 2017 Action Plan is available at:

http://www.education.act.gov.au/_data/assets/pdf_file/0010/1018972/2017-Action-Plan-DRAFT-10112016.pdf

For more information on the organisation, please visit www.det.act.gov.au/

Details of the Directorate's 2016-17 Budget and the ACT Government's election commitments can be found at www.treasury.act.gov.au.

The Education and Training Directorate's Annual Report is available at:

http://www.det.act.gov.au/publications_and_policies/publications_a-z/annual_report

6. The Division

The School Performance and Improvement Division positions the Directorate to meet the expectations of Government by:

- a) Anchoring students and schools first across all divisional outputs through purpose-led business transformation.
- b) Focussing upon implementing government priorities through productive and collaborative partnerships between all divisions.

The major responsibilities of the School Performance and Improvement Division are:

- to delivery high quality education services to the Canberra community
- to develop and deliver system-wide strategies to improve teaching policy and practice

- the wellbeing of over 46,000 students, including the development and delivery of student engagement services;
- the delivery of support services to schools to assist with access to education for students with challenging behaviours and complex needs, students alienated from schooling, Aboriginal and Torres Strait Islander students, and school aged attendees of Bimberi Youth Justice Centre;
- to ensure the Directorate's engagement with digital transformation and alignment to the ACT Government's Digital Canberra Concept and resulting business innovation across the Directorate;
- ensuring cross-sectoral leadership of policy development and implementation of the Australian Curriculum for Kindergarten to Year 10, including assessment and reporting;
- providing executive guidance of the development and delivery of school improvement programs and interventions for all 87 ACT public schools utilising the national school improvement tool as the core framework; and
- engaging with key stakeholders and other government agencies to improve the efficacy of the ACT public education system to deliver high quality education outcomes for all school and students.

7. The Position

The Executive Director Service Delivery and Design reports to the Deputy Director-General and is part of the Directorate's Senior Executive Team and Corporate Executive team.

The position requires a person with exceptional executive leadership and management skills as well as expertise in service design, continuous improvement and an understanding of the relationships between the Directorate, Government, Minister, peak bodies and community.

The position requires superior skills in developing and implementing new service models, improvement strategies, program reform and the ability to think strategically. Excellent interpersonal, organisational and communication skills are critical for this role.

High level analytical and negotiating skills, superior judgment in relation to financial management and organisational improvement and the capacity for innovation and value adding are necessary.

8. Role and Key Accountabilities

The Executive Director Service Delivery and Design has significant contact with executives from other agencies, the Minister's office and the education sector.

The Executive Director Service Delivery and Design is responsible for:

- the Education Directorate's policy creation, service design and integration for the core function of the Directorate – provision of high quality education services to Canberra public school students.

- the design and delivery of a range of human services designed to strengthen student engagement and address issues of equity in the ACT public education system – a key platform arising from the Minister’s Future of Education consultation.
- guiding the Directorate’s digital strategy in line with whole-of-ACT Government digital policy and frameworks. This includes delivery of improved eBusiness and eLearning initiatives that improve access to learning for all ACT public school students and streamline business process and communications.
- providing leadership to key initiatives, with a particular focus on professional capability and research in pedagogy, curriculum, student engagement and wellbeing.
- leading the implementation of the Australian Curriculum across the ACT public school system.
- engagement with key government stakeholders including the Community Services Directorate, Health Directorate and will be required to provide advice to the Minister for Education.

9. Candidate Profile

The ACT Government is establishing a new generation of quality leaders at the highest levels of the public sector. In order to undertake this role, the candidate must possess these attributes:

- A visionary, astute and resilient leader with a passion for education;
- High level intellectual and analytical skills, with the ability to evaluate and report clearly on strategic and operational issues;
- A commitment to a collaborative style with a track record of delivering strategic solutions;
- Technologically literate to meet the challenges of a connected world;
- Political sensitivity and astuteness;
- Sophisticated understanding of the demands of public sector accountability;
- Systems thinker able to discern inter-relationships in business activities, operationalise strategic directions, manage tension points and leverage for sustainable impact in key deliverables; and
- A level of personal drive, energy and commitment.

10. Executive Capabilities

Applications should address the ACTPS Executive Capabilities:

Leads and values people

- Motivates and develops people
- Values diversity and respects individuals
- Builds a culture of improving practice

Shapes strategic thinking

- Inspires a sense of purpose and direction
- Encourages innovation and engages with risk
- Thinks broadly and develops solutions

Achieves results with integrity

- Develops organisational capability to deliver results
- Manages resources wisely and with probity
- Progresses evidence based policies and procedures
- Shows sound judgement, is responsive and ethical

Fosters collaboration

- Listens and communicates with influence
- Engages effectively across government
- Builds and maintains key relationships

Exemplifies citizen, community and service focus

- Understands, anticipates and evaluates client needs
- Creates partnerships and cooperation
- Works to improve outcomes

11. Remuneration

The Executive Director School Improvement is classified at the Executive 2.4 level.

The successful applicant will be engaged under a performance-based contract for a period of up to five years, which includes a cash component of \$205,013.

A relocation allowance is available to assist successful applicants to relocate from a residence outside the ACT to Canberra. It is not expected the allowance will necessarily cover all relocation costs.

Applicants should be aware that individual contracts and performance agreements are tabled in the ACT Legislative Assembly.

12. Diversity

People with a disability, women, Australians from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander people have an equal opportunity for appointment to this position. An appropriate selection panel will be formed, or special needs addressed, if requested by a member of one of these groups.

13. Further Information

Information on the organisation can be found on the Directorate's website at www.det.act.gov.au.

Details of the Directorate's 2017/18 Budget and the ACT Government's election commitments can be found at www.treasury.act.gov.au.

14. 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 **J15455**.

Should you require further information after reviewing this document, and after reviewing the ACT Government website www.act.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