

## Position Description

|                   |                                     |                     |                     |
|-------------------|-------------------------------------|---------------------|---------------------|
| Position title:   | Monitoring and Evaluation Team Lead | Unit:               | Product Development |
| Reports to:       | Production Manager                  | Project:            | Various             |
| Primary location: |                                     | Direct reports:     | 0                   |
| Date:             | March 2020                          | Job classification: | Senior Level A      |

### About the organisation

Good to Great Schools Australia (GGSA) partners with schools and school systems to support school improvement along a journey from Poor to Fair, Fair to Good and Good to Great.

GGSA has developed an innovative 6C education model and the 8 cycles of school practice to give every child the opportunity to develop to their full potential. The five distinct but inter-connected domains that make up the 6Cs are Childhood, Class, Culture, Club, Civics and Community. GGSA assists schools to tailor a package from the 6C's that meets the needs of their students, teachers, school and community. The 8 Cycles of School Practice provides the information and guidance a school needs to support their implementation.

GGSA has an experienced team of professionals who support the school team, students and parents to effectively deliver the 6C model. Each school receives significant training, coaching, data monitoring and tools to enable them to develop into great teachers delivering effective instruction to every child and to continually improve on the journey to becoming a great school.

### About the business unit

GGSA completes many excellent initiatives in their partner schools. While current indicators suggest many educational successes, we always strive to improve in measuring results, providing the right information/resources to our partners, and analysing other information that makes us smarter. A key challenge is how to continually improve measuring, reporting and analysing other information capabilities. The Monitoring and Evaluation expert is pivotal in accomplishing these goals. This helps us across many specific areas:

- 1) Helping schools track student progress so they can deliver the resources and programs suited to their individual needs
- 2) Helping teachers track the many initiatives in and outside of the classroom
- 3) Helping schools' assess' successes and improvement opportunities as they operate toward their education goals
- 4) Helping GGSA evaluate their own programs, implementations and performance
- 5) Giving external stakeholders information on what GGSA does, the impact we make, the latest progress in our initiatives

Product development is about taking a great idea and making it even better! Our team deploys leading edge practices to drive the organisations projects, navigating them through the innovation model. The team works across the strategy, design, build, implement and operate phases to deliver new products and services that delight our customers.

### About the role

The Monitoring and Evaluation Team Lead will contribute to the team of Project Developers and lead the project data team. The Monitoring and Evaluation Team Lead does several functions outlined in the Position Description. This role essentially leads the data teams support to the project.

You will lead work on complex projects that are at various stages on the trial and development. All team members need to use their diligence daily to problem solve and develop new ideas. That means the role operates in an

environment with a lot of ambiguity. This can be very challenging and so you need to really like working with uncertainty and be able to problem solve, research and embrace new ideas.

As a leader you will still be continuously learning new things and how to work in a different way. You need to know that how you have done things before might not be how this team will do it and you need to be able to get on board with their way – not the other way around.

There is also a lot of things to be set up, so you need to be able to want to help get a project in order to set up, so it runs like all other projects in the business.

You need to be very interested in education as you are expected to help work out what data means, that will require you to learn about the programs. If you are no interest in education, then don't take this role as you will not like it.

If you like to be constantly challenged and pushed out of your comfort zone daily, then this job is for you and you will thrive. If you do not like the they are not for you and you will not the role ad will not thrive in it.

| Key result area   | Duties  | Key performance measures   |
|---|---|--|
| <p><b>Collaboration, Communication and Engagement</b></p> | <ul style="list-style-type: none"> <li>• Encourage team members to communicate with each other, clients and stakeholders through conversations and storytelling</li> <li>• Encourage team members to collaborate</li> <li>• Draft briefs and key documents following consultation with stakeholders</li> <li>• Prepare and deliver presentations to project owners and clients</li> <li>• Establish and maintain effective networks, communications and processes in line with GGSA communication guidelines</li> <li>• Engage internal and external stakeholders during project delivery</li> <li>• Provide and obtain information from relevant partner agencies to the GGSA Leadership team</li> </ul>   | <ul style="list-style-type: none"> <li>• Communications and collaborations are leading to greater innovation and efficiency</li> <li>• Briefs, presentations and project documents are produced in a timely manner and to a high quality</li> <li>• Project owners and clients are kept informed of project progress and outputs</li> <li>• Networks established and maintained to support GGSA through their expansion model</li> <li>• Key stakeholders provide input during the relevant phases of project delivery</li> <li>• Information relayed to the Leadership Team in a timely manner</li> </ul> |
| <p><b>Monitoring</b></p>                                  | <ul style="list-style-type: none"> <li>• Create new reports required as part of our 6C database</li> <li>• Improve our data collection process from the manual forms to a more automated process</li> <li>• Define KPIs and building a process to collect data and reporting on each</li> <li>• Run manual reports in the short-term and devising a more automated long-term solution</li> <li>• Improve the data integrity and storage of historical and incoming data</li> <li>• Partner with ongoing projects, implementations and regular operations to provide data support</li> <li>• Manage the improvement of all documentation on our report inventory, how to pull reports (especially when involving manual steps), data field definition, etc</li> <li>• Ensure timely reporting delivery and reporting accuracy</li> </ul> | <ul style="list-style-type: none"> <li>• Project phases are delivered on time</li> <li>• Key project documents and outputs meet client expectations</li> </ul>   |

|  |  |  |
|--|--|--|
|  | <ul style="list-style-type: none"> <li>Schedule project activities with team members</li> <li>Own the production of key project documents and outputs, including active participation in all iterations</li> </ul>   |  |
| <b>Management</b>                      | <ul style="list-style-type: none"> <li>Escalate impediments that arise during project delivery and support any resolution actions identified</li> <li>Facilitate and coordinate key project meetings, including daily stand up and weekly review meetings</li> <li>Manage all short, medium- and long-term planning</li> <li>Facilitate key processes, including project initiation, strategy development, design, build and project closing activities</li> </ul>   | <ul style="list-style-type: none"> <li>Project processes are completed on time and produce high quality outputs</li> <li>Project meetings are consistently attended by team members and run effectively</li> <li>Engagement of key stakeholders is planned</li> <li>The Leadership Team are kept informed of progress</li> </ul>   |
| <b>People Management</b>               | <ul style="list-style-type: none"> <li>Provide operational leadership, coaching and support to team</li> <li>Foster the development of a team culture and productive work environment</li> <li>Manage staff resources and leave consistent with operational requirements and organisation policy</li> <li>Participate in recruitment and employment initiatives</li> <li>Implement and monitor key result areas, performance objectives and performance measures across project</li> <li>Identify project-specific training needs and ensure training needs are met</li> <li>Manage performance issues in accordance with GGSA policies</li> </ul> | <ul style="list-style-type: none"> <li>Evidence of staff understanding of priorities and program requirements;</li> <li>Team functioning and productivity consistent with GGSA vision, purpose and values</li> <li>Team following organisation policy</li> <li>Team members feel they have clear direction and expectations on their work assignments</li> <li>Appropriate staff hired or contracted and becoming high performing and delivering as per roles</li> <li>No vacant roles</li> <li>Consolidated team training plan delivered as per requirements</li> <li>Performance managed consistent with GGSA policy and procedures</li> </ul> |
| <b>Innovation Model Implementation</b> | <ul style="list-style-type: none"> <li>Establish and maintain expert knowledge of the GGSA innovation model</li> <li>Guide team members on following the innovation model during project delivery</li> <li>Support the development of future versions of the innovation model</li> <li>Train team members on the innovation model</li> </ul>   | <ul style="list-style-type: none"> <li>Use the innovation model to successfully navigate projects</li> <li>Team members develop their knowledge of the innovation model, including its processes, practices and tools</li> <li>Future versions of the innovation model drive improvements in the organisation</li> <li>Training sessions are successfully delivered to new and existing team members</li> </ul>  |
| <b>Research, Analysis and Design</b>   | <ul style="list-style-type: none"> <li>Quickly acquire a familiarity and knowledge of project content</li> <li>Research and investigation for the development of the organisation and project/s</li> <li>Analyse data and information to determine solutions in response to issues, risks and/or opportunities for improvement</li> <li>Lead in the design so solutions and encourage and model creativity.</li> </ul>   | <ul style="list-style-type: none"> <li>Develop expertise in project content</li> <li>Research to be completed within agreed parameters and timeframes</li> <li>Demonstrate initiative in the development and implementation of research, analytical and creative design approaches</li> </ul>  |

|                                     |   |  |
|-------------------------------------|---|--|
|                                     | <ul style="list-style-type: none"> <li>Working alongside teams within the business area, managers or the clients to establish business needs</li> <li>Collecting and interpreting data in order to identify patterns and trends in data sets to report back to project owners and clients</li> </ul>  |  |
| <b>Monitor and Evaluate</b>         | <ul style="list-style-type: none"> <li>Set appropriate research methodologies for program evaluations</li> <li>Develop and manage strategic evaluation and reporting frameworks</li> <li>Manage and contribute to technical components of evaluation proposals and responses</li> <li>Prepare and deliver evaluation and monitoring report</li> <li>Ensure quality data design, storage and monitoring practices through technical assistance and management of data during implementation phase of project,</li> </ul>   | <ul style="list-style-type: none"> <li>Project data monitoring and reporting systems are properly implemented</li> <li>Evaluation framework and responses are in place</li> </ul>  |
| <b>Continuous Improvement</b>       | <ul style="list-style-type: none"> <li>Foster an environment of continuous improvement by ensuring that appropriate systems, processes and behaviours are in place to support local initiatives and GGSA objective</li> <li>Actively contribute to continuous quality improvement initiatives within the organisation and the project and identify improvement opportunities</li> <li>Ensure staff understand and comply with Good to Great Schools standards, policies, protocols and guidelines</li> <li>Ensures that regular monitoring occurs with outcomes fed back to staff</li> </ul>  | <ul style="list-style-type: none"> <li>Appropriate continuous improvement systems, processes and behaviours are developed, approved and implemented</li> <li>Good to Great Schools policies and procedures adhered to by staff</li> </ul>  |
| <b>Health and Safety Management</b> | <ul style="list-style-type: none"> <li>Ensure staff understand health, safety and environmental policies and procedures and monitor compliance</li> <li>Ensure all incidents reports are addressed including involvement in any investigation and/or action required</li> <li>Take corrective action to remedy safety hazards or risks and restore a safe working environment</li> <li>Ensures safe work practices and a safe work environment is maintained at all times;</li> <li>Complies with the Company health and safety policies and procedures</li> <li>Advice or assistance is sought before commencing an unfamiliar work practice; and</li> <li>Hazards are identified, minimised, isolated or eliminated as appropriate</li> </ul> | <ul style="list-style-type: none"> <li>Safe work environment practices, policies and procedures adhered to</li> <li>Hazards and risks identified, minimised, isolated or eliminated</li> <li>Incident investigation and reporting conducted in accordance with the Workplace Health &amp; Safety Act 1995</li> <li>Advice or assistance is sought before commencing an unfamiliar work practice</li> </ul> |
| <b>Team Member</b>                  | <ul style="list-style-type: none"> <li>Models a positive culture within Good to Great Schools by living the organisational values through actions and behaviours</li> </ul>   | <ul style="list-style-type: none"> <li>Behaviours consistent with organisational values and expected behaviours</li> </ul>   |

|  |   |   |
|--|---|---|
|  | <ul style="list-style-type: none"> <li>• Ensure that individual actions and contributions enhance the success and reputation of Good to Great Schools</li> <li>• Promotes a productive and harmonious workforce by building and maintaining productive working relationships</li> <li>• Maintains a current knowledge of relevant issues, trends and practices</li> <li>• Participates in own performance review and identifies learning/development needs</li> <li>• Negotiates with Board to attend appropriate education and training</li> <li>• Demonstrates a flexible approach to work hours when required</li> </ul> | <ul style="list-style-type: none"> <li>• Individual actions and contributions demonstrate enhancement to the success and reputation of Good to Great Schools</li> <li>• Productive and harmonious workforce established and maintains</li> <li>• Demonstrated knowledge of relevant issues, trends and practices</li> <li>• Performance review outcomes documented, objectives and training requirements agreed, previous performance targets met</li> <li>• Approved education and training undertaken and evidence of learning outcomes applied in workplace; and</li> <li>• Demonstrates commitment to working overtime as required meeting deadlines/commitments</li> </ul> |
|--|---|---|

**Qualifications and experience**

**Essential criteria**

- Tertiary qualification in Evaluation or related discipline
- Strong track record of successful project delivery, including managing multiple projects concurrently (understanding how to build requirements, monitor a report’s build, test and implementation)
- Experience in leading and undertaking business and/or social policy related research, analysis and design
- Experience from building report from scratch (including the sourcing, clean-up, storage and automatic production of reports) writing academic papers and business cases
- Experience setting up new data systems
- Proven ability to develop strong networks with diverse key partners with demonstrated negotiation skills and the ability to address difficult or contentious concepts
- Exceptional research, communication skills (oral and written and ability to talk to the school about the contents of the report – performance, behaviour etc), IT skills (Advanced MS Excel and PowerPoint), and strong organisational, prioritisation and time management skills
- Willingness to travel away from base location to spend time visiting regional and remote areas of Australia
- Ability to obtain a working with children check (QLD Blue Card)
- Ability to obtain a successful police check

**Desirable criteria**

- Experience as an analyst in a management consulting firm
- Masters level tertiary qualifications, particularly an MBA
- Knowledge of Direct Instruction and Explicit Direct Instruction models
- A familiarity with and knowledge of the Australian primary and secondary education sector
- Understanding of design and co-design processes; education reform; business development, monitoring and evaluation

**Key attributes**

- Consistent with GGSA’s values and behaviours
- Results focussed
- Highly organised
- Analytical and problem solving ability
- Excellent communication (verbal and written) skills

**Other relevant information**

It is the responsibility of the employee to and have an understanding of this document. Should the employee wish to clarify any aspect of the document they are advised to contact their line manager.

|                            |  |                           |                    |
|----------------------------|--|---------------------------|--------------------|
| <b>Employee Name:</b>      |  | <b>Manager Name:</b>      |                    |
| <b>Position Title:</b>     |  | <b>Position Title:</b>    | Production Manager |
| <b>Employee Signature:</b> |  | <b>Manager Signature:</b> |                    |