# SCHOOL BUSINESS MANAGER CAPABILITY FRAMEWORK

Due to the changing educational landscape evolving demands are being places on business management professionals which impacts their roles and responsibilities. There is clear evidence of the benefits that effective school business management professionals can have within the system. This includes supporting school’s leadership in facilitating school improvement, managing change and managing resources to achieve significant savings.

DET has recognised the growing need for a structured approach to the development of business manager capabilities. The Business Manager Capabilities Framework (the Framework) is designed to identify the knowledge and skills considered essential for a school business manager to be effective in their role. Under the direction of the Principal the Business Manager role adds strategic value. The use of the Framework will enhance the capability of Business Manager, freeing up the school leadership to focus on educational outcomes.

The Framework describes the capabilities required of Business Managers in a school of any size.

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| Capability | Capability Definition |
| T**echnical Skills** | Finance and Procurement | Implements effective, efficient and ethical financial management and budgeting processes. Understands and manages procurement activities. |
| Governance Acumen | Understands how to implement good governance. Applies governance framework to decision making and accountabilities. |
| Operational Acumen | Develops and implements plans and processes to facilitate effective and efficient operations including simplifying complex practices. |
| Resource Coordination | Builds processes and organises people and activities, sees opportunities for synergy and integration to get more effective outcomes out of fewer resources. |
| Risk Management | Systematically identifies evaluates and prioritises potential risks and communicates information to enable appropriate decisions and actions. |
| **People Skills** | Stakeholder Engagement | Builds and maintains effective relationships with stakeholders and focuses on understanding and meeting their needs. |
| Relationship Building | Develops partnerships and collaborative relationships both internally and externally to facilitate the achievement of mutual objectives. |
| Supportive Leadership | Proactively addresses issues and concerns in empathetic and sensitive manner. Effectively shares ideas, thoughts and information to support outcomes. |
| Communicating with others | Makes a positive impression and effectively negotiates with and influences others. Focuses clearly on finding cooperative solutions and outcomes. |
| Team work | Actively participates as a member of a team to support team goals, fostering collaboration and an environment of mutual trust and respect. |
| **Self- Mastery** | Ethics and values | Models strong public sector values and professional ethics. Adheres to these in all circumstances relevant to their role. Maintains confidentiality and supports others to do the right thing. |
| Problem Solving | Anticipates future needs and provides advice to assist in forward planning. Solves problems using logical methods to reach effective solutions. |
| Flexibility | Adapts own approach to meet different situations. |
| Organising and Planning | Creates plans, forecasts and organises activities required to achieve a desired goal. |
| Resilience | Effectively deals with pressures and competing priorities. Maintains respectful working relationships while dealing with conflict and challenges. |