Role Description
TAFE Services Manager

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Student Support and Community Group
Position Description no	10047-01
Classification/Grade/Band	TAFE Manager Level 3
Senior executive work level standards	Not Applicable
OSCA Code	111131
PCAT Code	1339192
Date of Approval	October 2017
Agency Website	www.tafensw.edu.au

Agency overview

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

Primary purpose of the role

This position is responsible for leading and managing a team of Coordinators to ensure that the full range of learning locations operations and services delivered by corporate support and skills delivery functions at assigned regional sites meet high levels of performance and excellence in customer experience.

Key accountabilities

1. Represent the Regional General Manager and TAFE NSW at key internal and external functions and forums with community stakeholders, contributing to collaborative relationships for mutual benefit and maximising opportunities for promotion of TAFE's reputation and services including through effective hand-off of business development leads at the sub-regional level.
2. Lead development and implementation of the regional Community and Multicultural Engagement Plan as part of the overall Customer and Stakeholder Relations plan in consultation with key internal and external stakeholders and regularly report on progress against the plan. Lead the legislative process of collating mandatory multicultural data and ensure they are submitted in a timely manner.
3. Analyse locally coordinated Customer Experience improvement data and ensure appropriate actions and initiatives are implemented accordingly.
4. Build and strengthen productive relationships with internal and external regional businesses and multicultural networks, communities, learning partners, and endorsed consultative and advisory groups to ensure multicultural skills programs, delivery and learning locations services appropriately consider and benefit from stakeholder views, input and joint problem solving.
5. Lead, mentor/coach a team of regional TAFE Services Coordinators across designated sub-regional sites and regional communities and delivery sites providing local stakeholder engagement, advisory and support services to deliver culturally appropriate products, programs and services that sustain market share and ensure essential operational services are being delivered.
6. Establish strategic links with key community representatives to remain in touch with local issues and community satisfaction levels with TAFE services, providing feedback to appropriate TAFE business leads and input to TAFE planning processes and strategies for continual improvement of service delivery and business development opportunities.
7. Work collaboratively with related local functional areas, including training delivery, student services, facilities management and other corporate services to oversee, monitor and assess the effective integration and delivery of learning locations operations and services including day-to- day activities and longer term plans.
8. Establish and oversee processes for effective management of student and visitor complaints and incidents and issue resolution to ensure appropriate response and follow up, and ensure that matters inhibiting customer and student learning experience are efficiently, fairly and safely addressed in a positive manner.
9. Identify, manage and appropriately escalate issues and risks associated with delivery of TAFE operations and services, working collaboratively to develop strategies and approaches that ensure mitigation where practicable.
10. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures.
11. Place the customer at the centre of all decision making.
12. Manage and develop a high performance team, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.
13. Collaborate with staff to ensure the development and regular review of meaningful individual performance management and development plans that are clearly aligned to strategic objectives and focused to develop the individual.

Key challenges

- Balancing the demands of a diverse portfolio of activities including operational activities and internal and external stakeholder relations to meet the level of customer service and operational performance required.
- Establishing protocols across local functional areas with varying contributions to service delivery, site amenity and customer experience to work collaboratively on achieving longer term goals, day-to-day performance and responsive issue resolution.

Key relationships

Internal

Who	Why
Line Manager	• Receive leadership, direction and advice.
Direct Reports	• Provide leadership, direction and advice.
Customer Stakeholder and Relations Team	• Consult and collaborate on team planning, programs and strategies.
Regional Skills Delivery Teams	• Consult and collaborate on planning, operational support performance and requirements. • Provide leads for business development and feedback from stakeholders. • Oversee incident management, student non-academic issues administration.
Regional/Corporate Business Partners and Teams	• Liaise and coordinate on operational matters including administration, maintenance and repairs, building issues, customer services.
Corporate related areas and advisors including Education Training Group, Student Services, Governance, Legal Risk, Marketing, Communications, Procurement, Property Logistics, Business Development	• Liaise on regional systems, policies, administration and activities to ensure alignment with the new operational model and central policies. • Seek and provide advice on regional operations and services matters. • Provide feedback on business development and service delivery matters.
Peers across the region and in other regions	• Share knowledge, consult and collaborate on initiatives and issues management.
Corporate related Multicultural specialists and advisors including Education Training Policy, Marketing, Communications, Employment and Diversity	• Collaborate on policy, strategies and priorities. Identify mutual objectives and maintain communication. • Collaborate on the development and implementation of strategies in the Regions.

External

Who	Why
Multicultural networks, communities, learning partners, and endorsed consultative and advisory groups	• Consult and collaborate on issues relevant to development and delivery of initiatives and programs. • Establish and grow productive relationships.
Community and business networks, and forums	• Represent the RGM and Regional business sites. • Consult and collaborate on business development matters, events and forums. • Promote TAFE businesses and services. • Build and support strong productive relationships.

Role dimensions

Decision making

- Makes decisions on complex and sensitive issues through the detailed analysis of alternative courses of action and their implications on achieving organisational objectives and strategies.
- Manage functional expenditure and resourcing within relevant policy and delegation frameworks. Matters requiring a higher level of approval are referred to the Reporting Line Manager.

Reporting line

Director Customer and Stakeholder Relations

Direct reports

Various

Budget/Expenditure

TBA

Grading Band

>10,000 enrolments AND >2 million hours ASH OR a total overall grading band of 6 or more (taking into account enrolments and ASH).

Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree qualification in a related field or equivalent skills, knowledge and experience.
3. Demonstrated experience in customer relations with the ability to lead a high performing team and to influence, engage and work collaboratively with others to achieve common objectives embedding customer centric principles in operations.
4. Ability to work flexible shifts including evening to align with TAFE operating hours.

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	Remain composed and calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in response to strong contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues	Advanced
	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Encourage and include diverse perspectives in the development of policies and strategies Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes Build and monitor a workplace culture that enables diversity and fair and inclusive practices Implement practices and systems to ensure that individuals can participate to their fullest ability Recognise the value of individual differences to support broader organisational strategies Address non-inclusive behaviours, practices and attitudes within the organisation Champion the business benefits generated by workforce diversity and inclusive practices	Advanced
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation Manage complex communications that involve understanding and responding to multiple and divergent viewpoints Explore creative ways to engage diverse audiences and communicate information Adjust style and approach to optimise outcomes Write fluently and persuasively in plain English and in a range of styles and formats	Advanced

	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	Take responsibility for delivering high-quality customer-focused services Design processes and policies based on the customer's point of view and needs Understand and measure what is important to customers Use data and information to monitor and improve customer service delivery Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers Maintain relationships with key customers in area of expertise Connect and collaborate with relevant customers within the community	Adept
	Work Collaboratively Collaborate with others and value their contribution	Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies	Advanced
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from others Determine how outcomes will be measured and guide others on evaluation methods 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 business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively	Advanced

	Project Management Understand and apply effective planning, coordination and control methods	Understand all components of the project management process, including the need to consider change management to realise business benefits Prepare clear project proposals and accurate estimates of required costs and resources Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Identify and evaluate risks associated with the project and develop mitigation strategies Identify and consult stakeholders to inform the project strategy Communicate the project's objectives and its expected benefits Monitor the completion of project milestones against goals and take necessary action Evaluate progress and identify improvements to inform future projects	Adept

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept

	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept