

HEAD OF INTERNATIONAL BUSINESS

BRANCH/UNIT	Corporate Services		
TEAM	Business Development		
LOCATION	Optional		
CLASSIFICATION/GRADE/BAND	TM6		
POSITION NO.	TBA		
ANZSCO CODE	139999	PCAT CODE	TBA
TAFE Website	www.tafensw.edu.au		

1. ORGANISATIONAL ENVIRONMENT

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.

2. POSITION PURPOSE

The Head of International Business will lead the development and implementation of the TAFE NSW International Education Strategy and Business Plan that will identify, develop and win commercially prudent international business. The role will support the NSW Government's international education strategy and maximise international (VET and

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Higher Education) on shore and off shore business growth, building TAFE NSW's reputation for international education excellence.

The position will take a leading and driving role in the expansion of TAFE NSW's educational market share, focusing on measurable revenue growth and sustainability.

3. KEY ACCOUNTABILITIES

1. Provide insightful, strategic advice on the development of the TAFE NSW International Education Strategy and Business Plan: ensuring rigorous market research and the sound management of commercial and reputational risk.
2. Lead, develop and implement the transition to a new, contemporary and commercial operating model in order to realise the vision of the TAFE NSW International Education Strategy with measurable and sustainable business growth.
3. Lead engagement with and be the TAFE NSW point of contact for all key customers, stakeholder agencies and groups as well as government to government liaison, communication and advice.
4. Create and manage measurable revenue growth in international business performance, including on shore and off shore delivery to achieve the outcomes of the TAFE NSW International Education Strategy and Business Plan and aligns with the TAFE NSW Education and Training Strategy.
5. Envision, design, lead and continuously improve innovative, coordinated and sustainable business practices and operational strategies to grow TAFE NSW international market share.
6. Ensure rigorous due diligence on current and future activities to ensure commercially ethical and sustainable investment strategies.
7. Ensure TAFE NSW international business supports the NSW Government international education strategy and priorities and aligns to the Commonwealth government international education strategies and goals.
8. Identify and coordinate strategies to mitigate commercial and business continuity risk in accordance with the TAFE NSW risk management framework.
9. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures.
10. Place the customer at the centre of all decision making.
11. Build 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.
12. 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.

4. KEY CHALLENGES

- Managing diverse views from key internal and external stakeholders ensuring solutions and negotiations address a quantum of 'best fit' needs for TAFE NSW, its business and clients.
- Managing stakeholder and market expectations with an innovative, forward-looking, sustainable and coordinated international education business strategy and model.
- Leading the transition to a One TAFE approach to international education to re-position and revitalise TAFE NSW for a competitive future in international education.
- Maintaining market confidence and business continuity including regulatory requirements, through a period of transition.

5. KEY RELATIONSHIPS

WHO	WHY
Internal	
General Manager Business Development	<ul style="list-style-type: none"> Receive leadership, direction and support Collaborate in identifying international education business opportunities.
Chief Education and Training Officer	<ul style="list-style-type: none"> To ensure current educational legislative delivery and functional accountabilities are addressed in the transition to and implementation of the new operating model and business as usual outcomes. Develop framework for the smooth transition of the International Secretariat functions to the appropriate Groups/Branches Ensure TAFE NSW capacity and capability to deliver on proposed international offshore/onshore proposals and contracts.
TAFE Digital	<ul style="list-style-type: none"> Explore the development of specific digital products for identified markets.
General Manager Marketing & Communication	<ul style="list-style-type: none"> Share expertise to attract international students and grow international education business. Ensure appropriate marketing and website collateral for international markets.
General Manager Training Operations	<ul style="list-style-type: none"> Liaising and consulting in relationship to the hand over (and subsequent performance reporting) of program deliverables. Ensure that there is capacity and appropriate products available for delivery in offshore markets.
General Manager Compliance and Standards	<ul style="list-style-type: none"> Share information, communication and outcomes quality assurance of off shore delivery of TAFE NSW products and training.
Regional General Managers and key senior leadership staff	<ul style="list-style-type: none"> Develop collaborative relationships to achieve best possible project outcomes and high levels of student satisfaction.
External	
Directors International Business from other states in Australia	<ul style="list-style-type: none"> Establish professional networks and relationships with Directors of other Australian VET international providers and other external stakeholders, and with similar roles across other jurisdictions to obtain intelligence on strategic international education business models.
Government to government contact	<ul style="list-style-type: none"> Act as primary point of contact and participate in both NSW and Federal Government organisations and meetings representing TAFE NSW Primary response point for liaison, relationship management and requests from NSW and Commonwealth Governments to meet, host and coordinate overseas delegations, visits and study tours.

Government Ministers	<ul style="list-style-type: none"> Respond to requests for and deliver training initiated by senior government leaders. Report to, update and provide Ministerial briefings on TAFE NSW international onshore and offshore activity.
NSW Department of Premier and Cabinet	<ul style="list-style-type: none"> Liaise with Study NSW and other NSW Government officials to contribute to NSW international education business programs
Austrade	<ul style="list-style-type: none"> Engage with Austrade to obtain intelligence and cooperate on international business opportunities. Lead stakeholder engagement, both in Australia and overseas.
Commonwealth Department of Education and Training	<ul style="list-style-type: none"> To identify opportunities to maximise business development through cooperative activities and engagement
Overseas officials, dignitaries and business partners	<ul style="list-style-type: none"> Liaise and negotiate to ensure optimal international education outcomes, excellent customer service and appropriate diplomacy

6. POSITION DIMENSIONS

Reporting Line: General Manager Business Development

Direct Reports: 2

Indirect Reports: 10

Financial delegation: TBA

Budget/Expenditure: Portfolio budget is currently under development

Decision Making:

- Makes decisions on highly complex and sensitive issues where there may be no readily available source of advice and guidance and outcomes may break new ground for the organisation
- 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.

7. ESSENTIAL REQUIREMENTS

- Degree qualification in related field or equivalent significant industry experience.
- Demonstrated experience and knowledge in the international education environment and associated legislative and regulatory requirements.
- International business development and or management experience.
- Ability to address and meet the focus capabilities as stated in the position description.

8. CAPABILITIES

NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the [NSW Public Sector Capability Framework](#). The capabilities in **bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational > Intermediate > Adept > Advanced > Highly Advanced

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

FOCUS CAPABILITIES

The focus capabilities for the Head of International Business 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 position's key accountabilities.

NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes		
Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others. Represent the organisation in an honest, ethical and professional way and set an example for others to follow.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Ensure that others have a working understanding of the legislation and policy framework within which they operate. Promote a culture of integrity and professionalism within the organisation and in dealings external to government. Monitor ethical practices, standards and systems and reinforce their use. Act on reported breaches of rules, policies and guidelines.
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding. Translate technical and complex information concisely for diverse audiences. Create opportunities for others to contribute to discussion and debate. Actively listen and encourage others to contribute inputs. Adjust style and approach to optimise outcomes. Write fluently and persuasively in a range of styles and formats.
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> Promote a culture of quality customer service in the organisation. Initiate and develop partnerships with customers to define and evaluate service performance outcomes. Promote and manage alliances within the organisation and across the public, private and community sectors. Liaise with senior stakeholders on key issues and provide expert and influential advice. Identify and incorporate the interests and needs of customers in business process design. Ensure that the organisation's systems, processes, policies and programs respond to customer needs.
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments. Work towards mutually beneficial win/win outcomes. Show sensitivity and understanding in resolving acute and complex conflicts. Identify key stakeholders and gain their support in advance. Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise. Pre-empt and minimise conflict within the organisation and with external stakeholders.
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation. Identify, recognise and celebrate success. Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes. Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes. Initiate and communicate high level priorities for the organisation to achieve government outcomes.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results		<ul style="list-style-type: none"> Use own professional knowledge and expertise of others to drive organisational and government objectives forward.
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.
Business Enablers		
Procurement and Contract Management	Highly Advanced	<ul style="list-style-type: none"> Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices. Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes. Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation.
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 communications strategy for all stages of projects. 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		
Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time. Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives. Align workforce resources and talent with organisational priorities.