Role Description
Director Customer & Student Success-Support

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Student Experience Group
Role number	
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	139999
PCAT Code	2229192
Date of Approval	02 March 2022
Agency Website	

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

The Director of Customer & Student Success – Support is responsible for the implementation and optimisation of the customer and student support strategic operating model which enables equitable and integrated access to the TAFE NSW professional service network. This position will drive significant transformation and growth of customer-centred support programs across the state-wide network including: libraries, disability and access, counselling and career development, Early Childhood Education Centres and other future services. The position works closely with the General Manager and peers to align with a contemporary learning culture in support of successful customer and student outcomes.

The position also provides expertise for the organisation in relation to meeting and understanding relevant statutory obligations and drives exceptional governance outcomes to support retention, completion and progression into future study pathways.

Key accountabilities

1. Lead and oversee the Customer and Student Success - Support function and multi-disciplinary teams to develop, grow and continually improve operational service delivery, ensuring that customer and individual student learning outcomes are maximised.

2. Work with the General Manager Student Services (GM), other Heads/Directors and key stakeholders to set direction for the branch, ensuring that Customer & Student Success Support operations and activities meet quality standards and comply with legislative, regulatory, and policy requirements.

3. Lead, the development and implementation of strategic and operational plans and programs supporting a positive, accessible and inclusive operational environment to achieve state-wide service delivery performance objectives.

4. Monitor performance against strategic/operational plans and provide regular reporting on progress status and alignment with OneTAFE policies and procedures and KPIs, to drive consistent ways of working across the operating model.

5. Establish and maintain strategic and collaborative working relationships and commercial partnerships with internal and external stakeholders, key networks and peak bodies to promote a practice of innovation, research and contemporary service delivery that empowers customers and students to achieve learning outcomes.

6. Collaborate and build relationships with stakeholders across TAFE NSW to design, implement, monitor and evaluate operating policies and procedures, service level agreements, metrics and reporting to add value to Customer and Student Success operations and qualitative service delivery to TAFE NSW.

7. Lead and deliver complex strategic projects and initiatives across Customer & Student Success Support critical to achieving TAFE NSW operational plans objectives and accelerating optimisation across all support areas.

8. Provide expert and authoritative advice and oversight in the management of complex funding/budget in order to ensure compliance with TAFE NSW and NSW Government legislation and ensure alignment with business planning expectations.

9. Act as a high level escalation point for complex customer and student support services and operational matters, providing advice and guidance on problem solving, risk management and resolution of issues.

10. As a member of the broader Customer & Student Success leadership team, build and nurture an engaging and inclusive Student Services community within the location where based. This includes providing information, guidance and support across teams, where appropriate, and supporting onboarding within the Branch.

11. Demonstrate a genuine commitment to safety excellence and safety leadership. This includes setting health and safety expectations, results and behaviours with direct reports, providing a safe workplace and ways of working, and promoting and complying with safety systems and procedures.

12. Place the customer at the centre of all decision making.

13. Manage and develop high performance teams, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.

14. Collaborate with staff to ensure the development and regular review of meaningful individual performance development review plans that are clearly aligned to strategic objectives and focused to develop the individual.

Key challenges

- Developing a business relevant Customer and Student Success - Support strategy and model that will operate effectively in diverse locations while enabling the transition of Customer & Student Success Services without disruption to customers.
- Designing, implementing, and managing directions for Customer & Student Success Support Services in accordance with GM expectations and TAFE NSW priorities.
- Identifying emerging challenges that may impact on contemporary service delivery and future business requirements and developing and implementing effective strategies to minimise business risk and take advantage of emerging opportunities.
- Implementing an innovative, creative, and agile culture whilst achieving a consistent approach to customer support and service excellence.
- Managing complex and sensitive consultations and negotiations across project teams with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Leading change and optimisation to drive the effective implementation of the Customer & Student Success Support operating model while maintaining business as usual.

Key relationships

Internal

Who	Why
General Manager Student Services	- Receive leadership, direction and support. - Provide high level expert advice on issues, risks, options and resolutions. - Regularly report on business and operations performance.
Direct Reports	- Provide leadership direction and support. - Review status reports, risks and contingencies and guide on requirements for more complex corrective actions. - Guide and mentor on governance and management approaches and strategies.
Directors/Heads of roles within the Branch	- Collaborate and provide strategic and operational advice, expertise and support to ensure optimum efficiencies and outcomes for Customer & Student Success delivery. - Engage through sharing information and updates relevant to the group. - Collaborate on change and transition direction and strategies.
Student Experience Group leadership	- Provide strategies and plans updates and reporting as required to ensure consistent and integrated planning and service delivery. - Alert to significant issues arising and advise on options/solutions in relation to Customer & Student Success Support matters.
Customer Student Success internal stakeholders and customers	- Consult and collaborate with to evaluate success of Customer & Student Success Support operational outcomes. - Consult and collaborate on Customer & Student Success support services improvements, changes and initiatives to better support delivery.

External

Who	Why
Regulatory and standards setting bodies, including government agencies	• Establish and maintain effective and collaborative relationships as appropriate on regulatory and industry standards applicable to Customer & Student Success support operations. • Oversee reporting and information exchange provision.
Student Support Services professional networks and forums	• Maintain currency in best practice for contemporary service provision. • Promotion of TAFE NSW's Customer and Student Success support services.

Role dimensions

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.

Reporting line

General Manager Student Services

Direct reports

4

Budget/Expenditure

TBA

Key knowledge and experience

1. Demonstrated knowledge and understanding of current and emerging practice in integrated customer and student support services including relevant and emerging models of integrated support and connected service provision.
2. Demonstrated strong stakeholder engagement, partnering and management skills at senior level across diverse groups to achieve objectives.
3. Proven achievement to lead and implement strategic initiatives, including the capability to plan, manage change, improve performance and project manage.

Essential requirements

1. Degree qualification in related field or a relevant discipline and equivalent experience in the VET or Higher Education sector or similar.
2. Ability to address and meet the focus capabilities as stated in the Position Description.

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.
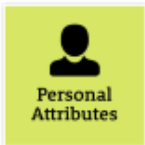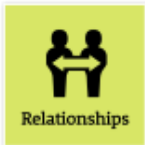
The capabilities are separated into focus capabilities and complementary capabilities.

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

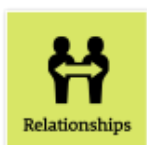| Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow. • 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 promptly on reported breaches of legislation, policies and guidelines.	Advanced
Relationships	**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
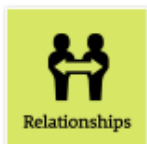
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes. • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice. • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes. • Set overall performance standards for service delivery across the organisation and monitor compliance.	Highly Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• 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 and differences. • 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. • Anticipate and minimise conflict within the organisation and with external stakeholders.	Advanced
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives. • 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 connections between their efforts and organisational outcomes. • Identify and remove potential barriers or hurdles to achieving outcomes. • Initiate and communicate high-level priorities for the organisation to achieve government outcomes.	Highly Advanced

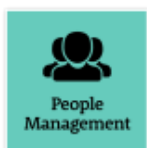|	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement. • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues. • Identify and evaluate organisation-wide implications when considering proposed solutions to issues. • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact. • Ensure effective governance systems are in place to guarantee quality analysis, research and reform.	Highly Advanced
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Design and develop systems to establish and measure accountabilities. • Ensure accountabilities are exercised in line with government and business goals. • Exercise due diligence to ensure work health and safety risks are addressed. • Oversee quality assurance practices. • Model the highest standards of financial probity, demonstrating respect for public monies and other resources. • Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks. • Incorporate sound risk management principles and strategies into business planning.	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
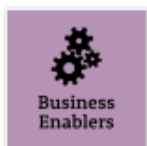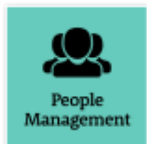
|	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value. • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these. • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes. • Create opportunities for recognising and celebrating high performance at the individual and team level. • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges.	Advanced
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty. • Assist others to address emerging challenges and risks and generate support for change initiatives. • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them. • Implement structured change management processes to identify and develop responses to cultural barriers.	Advanced

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
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change.	Adept
Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning.	Advanced
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives.	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution.	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances.	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk.	Adept
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness.	Adept
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance.	Adept
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others.	Adept
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value.	Adept