

Role Description

Manager Aboriginal Strategic

Partnerships and Programs (Aboriginal Identified)



| Role Description Fields | Details |
|---------------------------------------|--|
| Cluster | Education |
| Department/Agency | TAFE NSW |
| Division/Branch/Unit | Student Services and Community Group |
| Position Description no | 10420-01 |
| Classification/Grade/Band | TAFE Manager Level 3 |
| Senior executive work level standards | Not Applicable |
| ANZSCO Code | 225499 |
| PCAT Code | 1329192 |
| Date of Approval | 2024 |
| 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 developing, leading and negotiating complex commercial strategies with Aboriginal and Torres Strait Islander communities and business leaders that ensures business growth, business performance improvements and profitable commercial outcomes demonstrating genuine understanding of their diverse cultural needs. In addition, the position manages ongoing programs that deliver and support education and training services to Aboriginal and Torres Strait Islander students, including ensuring the programs provide a positive student experience, are effectively and efficiently administered and meet the needs of other external stakeholders.

This position has the unique responsibility, through the approaches adopted, to contribute significantly on the work to close the prosperity, education, and employment gaps, and to deliver real and lasting results. By strengthening business partnerships, greater alignment with priorities and employment trends will support Aboriginal and Torres Strait Islander Communities in achieving self-determination, as outlined in the TAFE NSW Reconciliation Action Plan.



Key accountabilities

1. Lead commercial, financial and contract negotiations in large complex projects and strategic partnerships impacting on Aboriginal and Torres Strait Islander communities ensuring business growth and TAFE NSW commercial viability and success.
2. Oversee the delivery of educational programs for Aboriginal and Torres Strait Islander students, ensuring programs meet the highest standards of quality and effectiveness, and continuously improve based on feedback and outcomes.
3. Guide and support multiple program stakeholders and functions to ensure high quality service delivery, strategic and operational alignment in terms of planning and resourcing, and commercial and other risks are effectively managed.
4. Working closely and in collaboration with finance and other key stakeholders, create accurate and robust cost/price modelling for profitable commercial decisions to accelerate growth and expand TAFE NSW's commercial viability and success with the unique needs of our First Nations people.
5. Develop and maintain commercial lead activities such as market sounding and segmentation, competitor analysis, pricing techniques and account planning, ensuring that all initiatives are aligned to the overarching TAFE NSW strategy while maintaining strong awareness of the unique and diverse cultural needs.
6. Undertake strategic commercial planning, through analysis and interpretation of a broad range of data sets that represent the diverse needs of indigenous communities throughout the state to identify and encourage business growth and improve performance that align with the priorities of those communities.
7. Develop, evaluate and determine appropriate procurement methodologies in consultation with the TAFE NSW procurement team that maximises value and commercial opportunities, including leveraging programs that support Aboriginal and Torres Strait Islander businesses directly and indirectly through small business pathways.
8. Actively support in creating, driving commercial benefit and outcomes in strategic partnerships.
9. Facilitate workshops and stakeholder presentations with both internal and external stakeholders for market sounding purposes.
10. Provide tailored, strategic, commercial analysis and advice to senior leaders and stakeholders in support of developing and finalising business cases and commercial models.
11. Provide tactical advice, support and business partnering solutions on commercially viable strategies and initiatives to support commercial decision making and alignment with functional strategy.
12. 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.
13. Place the customer at the centre of all decision making.
14. 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.
15. Collaborate with staff to ensure the development and regular review of meaningful individual performance development and review plans that are clearly aligned to strategic objectives and focused to develop the individual.

Key challenges

- Operating commercially sound while delivering on empowering Aboriginal and Torres Strait Islander communities and businesses through tailored solutions delivering mutually beneficial social and financial outcomes.
- Achieving multiple business objectives, meeting tight deadlines and managing the expectations of numerous stakeholders with conflicting priorities and expectations.
- Maintaining regular and effective relationships with commercial project stakeholders to maintain high levels of satisfaction, quickly resolve service issues, and grow the income stream.

- Influencing and supporting senior business leaders on key commercial strategies, including supporting areas of both traditional and non-traditional opportunity

Key relationships

Internal

| Who | Why |
|---|---|
| Line Manager | <ul style="list-style-type: none"> • Receive leadership, direction and advice. • Provide advice on the market and commercial opportunities. • Report as required on commercial activities, leads and negotiations. • Alert to and provide options to minimise significant risks and issue |
| Work Team | <ul style="list-style-type: none"> • Consult and collaborate on strategic planning and programs as well as tender performance and outcomes. • Share knowledge, consult and collaborate on initiatives and operational management. |
| Other functional leads and cross functional teams | <ul style="list-style-type: none"> • Liaise on products, engage and collaborate on business opportunities. • Provide tactical advice, support and business partnering solutions on commercial matters. • Provide feedback on commercial activities and related service delivery matters. |

External

| Who | Why |
|--|--|
| Current and potential commercial partners and clients | <ul style="list-style-type: none"> • Promote TAFE businesses and services, engage and negotiate on business opportunities. • Build and support strong productive relationships. • Respond to enquiries and business requests. |
| External third-parties and partners with whom TAFE NSW partners to provide and support education and training delivery | <ul style="list-style-type: none"> • 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 Aboriginal Engagement and Student Support

Direct reports

~ 10

Budget/Expenditure

TBA

Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree qualification in a relevant discipline or equivalent industry experience relevant to the role.
3. Aboriginality (Aboriginality is a genuine occupational qualification and is authorised under Section 14 of the Anti-Discrimination Act 1977). Candidates should present proof of Aboriginality as part of their application.
4. Demonstrated experience in negotiating complex commercial strategies with the ability to create accurate robust cost/price modelling.
5. Demonstrated experience in managing one or more service delivery programs.

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 | <ul style="list-style-type: none">• 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 |

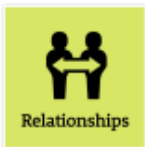


Communicate Effectively

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

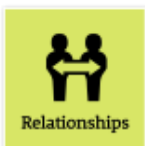


Commit to Customer Service

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



Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

Adept



Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Understand the links between the business unit, organisation and the whole-of-government agenda
- Ensure business plan goals are clear and appropriate and include contingency provisions
- Monitor the progress of initiatives and make necessary adjustments
- Anticipate and assess the impact of changes, including government policy and economic conditions, on 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 help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning

Advanced



Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

- Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures
- Understand the impacts of funding allocations on business planning and budgets
- Identify discrepancies or variances in financial and budget reports, and take corrective action
- Know when to seek specialist advice and support and establish the relevant relationships
- Make decisions and prepare business cases, paying due regard to financial considerations

Adept



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



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives





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 |
|-----------------------|-------------------------------|--|--------------|
| | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Advanced |
| | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |

| | | | |
|--|-------------------------------------|--|-------|
|  Business Enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  People Management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
|  People Management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
|  People Management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |