

# Role Description

## Director Finance Business Partnering Corporate

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Finance
Role number	
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	132211
PCAT Code	2223237
Date of Approval	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 Finance Business Partnering Corporate is responsible for the provision of trusted financial and strategic advisory services to the Executive and senior stakeholders. They will translate financial analysis and insights and operationalise recommendations and initiatives developed in concert with other Finance Teams to optimise business performance.

They will lead the financial management and reporting of capital expenditure and programs for TAFE NSW. They will also be responsible for the uplift of financial capability among Finance Team members and their stakeholders, focusing on building the financial acumen of stakeholders with financial responsibilities and driving increased accountability

## Key accountabilities

1. Lead a team of specialist business partners to support key business & investment decisions by identifying customer requirements, analysing issues, developing suitable options and enabling appropriate decision making based on strategic organisational needs.
2. Lead the development and continuous improvement of a framework to provide financial advice, expertise, support and a coordinated interface between businesses and central finance teams, ensuring access to expert strategic financial services and solutions tailored to TAFE NSW Executives and business group's needs. Work closely with specialist finance teams, when relevant, to progress the interests of Corporate Chiefs and their business units in whole of TAFE wider business modelling and considerations.
3. Establish a high-performance team and provide leadership and support to the team by coaching, mentoring, and providing development opportunities for team members. Also, ensure that they continue to develop their stakeholder engagement skills and the ability to deliver complex financial advice and support to business owners through the translation of insights and recommendations, core business challenges and mitigations and operationalisation of key initiatives.
4. Personally provide high level strategic and operational advice to key Corporate Chiefs and General Managers, with supporting analysis, to enable informed Executive decision making (short to longer-term program goals).
5. Ensure dissemination, explanation and analysis of quality, timely and accurate financial management reports for business groups across TAFE NSW to inform and support management decision making and accountability.
6. Work with the Finance, Strategy and Optimisation Team to proactively support Corporate Chiefs and business owners in annual planning, budget preparation, forecasting and progress reporting activities.
7. Provide and manage a financial reporting framework for the TAFE NSW Capital Expenditure Program and Program Expenditure Funded from Operating Expenditure. This includes project accounting, financial and physical progress reporting, asset capitalisation, project viability & cost/benefit analysis and benefits realisation tracking. The role is also the key contact with NSW Treasury regarding Capital Expenditure funding issues.
8. Support the development of high-level financial management acumen and capability across TAFE NSW Corporate business units through building positive and strong relationships with Executive leadership and senior management teams, coaching and tailoring advice and support to meet business needs and drive increased accountability.
9. Demonstrate a genuine commitment to safety excellence and safety leadership. This includes actively consulting, promoting and contributing to initiatives, monitoring safety performance, and making decisions and acting on health, safety and wellbeing matters.
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 development and review plans that are clearly aligned to strategic objectives and focused to develop the individual.

## Key challenges

- Ensuring the finance business partnering model responds to changing business needs, whilst concurrently providing effective service and support to the business.
- Providing efficient service and meeting business expectations while implementing new ways of working with other Finance functions and then continually identifying opportunities for improvement.
- Providing financial acumen and support to members of the TAFE NSW Executive Leadership Team in developing robust, cost effective and efficient initiatives in response to changing government and business priorities.

- Building and sustaining the required mix of team capabilities for business partnering including the right balance between technical expertise, stakeholder management and advisory skills, together with strong understanding of the business.

## Key relationships

### Internal

Who	Why
Chief Financial Officer	<ul style="list-style-type: none"> <li>• Receive guidance, advice and direction.</li> <li>• Provide advice and recommendations on strategic and operational matters, including financial management and performance, budgets, forecasts and resource and risk management.</li> <li>• Provide advice and recommendations on any capital expenditure issues requiring NSW Treasury attention to ensure the CFO is fully informed.</li> </ul>
Deputy CFO; Directors: Management Accounting Financial Optimisation FBP Delivery & Product	<ul style="list-style-type: none"> <li>• Work collaboratively to provide strategic financial support to the Executive Leadership Team and business unit managers.</li> <li>• Participate in a team-based approach to the management of the Finance Group under CFO direction.</li> <li>• Seek opportunities to enhance staff development by facilitating participation in cross unit project or management activity.</li> <li>• Ensure peers are fully informed on matters pertaining to their remit.</li> </ul>
Chief Corporate Services Officer Chief Information Officer	<ul style="list-style-type: none"> <li>• Provide regular reporting, advice and recommendations on any capital expenditure and budget/forecast issues relating to Information Technology or Infrastructure programs / projects to ensure the appropriate Chief is fully informed.</li> <li>• Provide Finance Business Partnering support activities as listed for the following Corporate Groups.</li> </ul>
Office of the Managing Director Chief: Financial Officer People & Culture Officer Strategy & Commercial Officer Transformation Officer	<ul style="list-style-type: none"> <li>• Provide Finance Business Partnering support addressing financial performance, budgeting, forecasting, program and project expenditure and any issues arising.</li> <li>• Participate in development and implementation of improvement initiatives.</li> <li>• Provide support for the resolution of complex strategic commercial, financial or operational matters.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Provide guidance, advice and direction.</li> <li>• Support consistent application of work activities, monitor outcomes and implement improvements initiatives as required.</li> <li>• Coach, mentor, and manage performance and capability development.</li> </ul>
Internal Stakeholders and their staff	<ul style="list-style-type: none"> <li>• Facilitate effective collaboration with all other TAFE NSW functions and so that advice, services and support are comprehensively integrated.</li> <li>• Evaluate stakeholder satisfaction with the advice, services and support provided by the Finance Business Partner function, as an input to continuous improvement initiatives.</li> <li>• Provide coaching, training, and technical expertise.</li> </ul>

## External

Who	Why
NSW Treasury	<ul style="list-style-type: none"><li>• Receive guidance, advice and direction on TAFE NSW Capital Expenditure funding issues as the Primary TAFE NSW contact in this space.</li><li>• Participate in NSW Treasury, Education Cluster or Whole of Government communications regarding the Capital Expenditure Program and funding as required.</li><li>• Facilitate NSW Treasury reporting and cash forecasting / budgeting for the TAFE NSW Program.</li></ul>
Auditors	<ul style="list-style-type: none"><li>• Liaise with Auditors to ensure any issues regarding capital expenditure reporting, tracking and capitalisation are dealt with efficiently during progress of the Audit in support of the TAFE NSW Annual Financial Statements.</li></ul>

## 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

Chief Financial Officer

### Direct reports

3

### Budget/Expenditure

TBA

## Key knowledge and experience

1. Significant exposure to project and capital accounting in a large complex organisation, including knowledge of asset capitalisation requirements and capital expenditure budgeting and forecasting.
2. Significant experience providing strategic advice to high level stakeholders in a complex, commercially focused environment.
3. High-level stakeholder engagements skills, building trusted partnerships to optimise business outcomes.

## Essential requirements

1. Relevant tertiary qualification (minimum bachelor's degree) and membership of a recognised professional association.
2. Ability to address and meet 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.

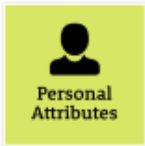
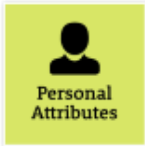
The capabilities are separated into focus capabilities and complementary capabilities

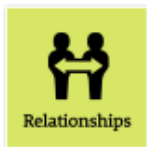
## Focus capabilities

*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
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"><li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li><li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li><li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li><li>• Monitor ethical practices, standards and systems and reinforce their use</li><li>• Act promptly on reported breaches of legislation, policies and guidelines</li></ul>	Advanced
	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"><li>• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li><li>• Actively seek, reflect and act on feedback on own performance</li><li>• Translate negative feedback into an opportunity to improve</li><li>• Take the initiative and act in a decisive way</li><li>• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li></ul>	Advanced

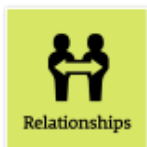


### **Communicate Effectively**

Communicate clearly, actively listen to others, and respond with understanding and respect

- Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences
- Speak in a highly articulate and influential manner
- State the facts and explain their implications for the organisation and key stakeholders
- Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations
- Anticipate and address key areas of interest for the audience and adapt style under pressure

Highly Advanced

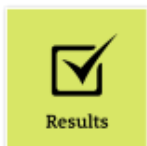


### **Work Collaboratively**

Collaborate with others and value their contribution

- Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
- Publicly celebrate the successful outcomes of collaboration
- Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
- Identify and overcome barriers to collaboration with internal and external stakeholders

Highly Advanced



### **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



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### **Think and Solve Problems**

Think, analyse and consider the broader context to develop practical solutions

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

Advanced



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### **Demonstrate Accountability**

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

Adept

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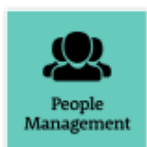
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## Finance

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

- Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions
- Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes
- Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them
- Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals
- Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation

Highly Advanced



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## 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

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

## Occupational Specific Focus Capabilities









Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Finance Business Partnering</b> Partner with key stakeholders, and provide expert professional advice, coaching and consulting expertise to ensure the effective alignment of financial management strategies and organisational objectives	<ul style="list-style-type: none"> <li>• Improve organisational performance by ensuring that the organisation's senior leadership has access to expert strategic financial management advice and solutions</li> <li>• Identify the strategic financial management challenges confronting the organisation and facilitate executive decision making and resolution</li> <li>• Provide or broker high quality trusted advice, coaching and support to organisational executives, targeting excellence in strategic financial management, funding and investment decision making</li> <li>• Apply contemporary practice to achieve exemplary financial governance for the organisation</li> <li>• Align finance function resources and expertise to meet the expectations of senior business and organisational stakeholders</li> <li>• Direct and lead the provision of both internal and external strategic and expert advice on all financial management and accounting issues</li> <li>• Determine and drive professional networking strategies to enable best practices in financial management governance and leveraging of new approaches and solutions</li> </ul>	Level 5

## 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
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced

 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
 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
 Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
 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