

# Role Description

## Director Educational Operations



Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Learning and Teaching Group
Role number	10428-01
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	134499
PCAT Code	1119192
Date of Approval	2024
Agency Website	<a href="http://www.tafensw.edu.au">www.tafensw.edu.au</a>

### 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 opportunities through learning.

### Primary purpose of the role

This position is responsible for providing leadership, strategic thinking and advice in ensuring management of Faculty/Branch operations, implementation of delivery/operational plans, quality and innovative teaching practices and critical digital transformation that delivers enhanced teaching, learning experiences and consistency of outcomes.

The role will drive stakeholder engagement and collaboration to ensure practical, innovative, and scalable contemporary teaching practices meet industry, community and learner needs.

## Key accountabilities

1. Manage the implementation of operations and ways of working that enable operational and education services to be delivered across the Faculty/Branch in an effective, consistent, and harmonious way, optimising teaching and learning experiences and driving operational performance.
2. Lead Faculty/Branch implementation of the TAFE NSW Education Delivery Plan, to ensure achievement of Faculty/Branch KPIs/targets and continued alignment with other TAFE NSW strategic and operational plans and key objectives.
3. Provide expert advice and support to Executive management to ensure quality in education and training delivery, class support and operational performance.
4. Drive the integration and adoption of diverse delivery models across the Faculty/Branch to enhance methods of teaching and help to ensure that TAFE NSW provides flexible, contemporary and adaptive learning experiences.
5. Manage stakeholder engagement and collaboration across Faculties/Branches and with other TAFE NSW functions to ensure integrated, efficient innovative and scalable education and training operations focused on delivering key strategic and educational outcomes.
6. Oversee the quality and assurance of education and training delivery to ensure compliance and continuous improvement, and risk mitigation strategies are embedded into delivery practices.
7. Deliver robust reporting consistently within the Faculty/Branch to gather and collate relevant data, reports and analysis on Faculty/Branch performance, compliance and education and training delivery outcomes.
8. 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.
9. Place the customer at the centre of all decision making.
10. 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.
11. 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

- Initiating and maintaining continual enhancements in teaching and learning experiences, learner satisfaction and outcomes and consistency and effectiveness of delivery models.
- Maintaining currency and consistency in teaching methodologies, practices and deployment of innovation across Faculties/Branches whilst balancing Faculty/Branch specific requirements where custom approaches are necessary.

## Key relationships

### Internal

Who	Why
Line Manager	<ul style="list-style-type: none"><li>• Receive leadership, advice, and support</li></ul>
Direct Reports	<ul style="list-style-type: none"><li>• Provide leadership, advice, and support</li></ul>
Education Operations teams	<ul style="list-style-type: none"><li>• Provide leadership and advice in enhancing teaching, learning experiences and consistency of outcomes.</li></ul>
Learning and Teaching (Directors and teaching teams)	<ul style="list-style-type: none"><li>• Consult and collaborate on education and training delivery, class support and performance.</li></ul>

Education Enablement	<ul style="list-style-type: none"> <li>Collaborate and lead the implementation of the Education Delivery Plan.</li> </ul>
Student and Campus Services	<ul style="list-style-type: none"> <li>Handling of learner support and administration processes as they relate to the Faculty/Branch.</li> </ul>
Directors of Educational Operations in other Faculties/Branches	<ul style="list-style-type: none"> <li>Ensure appropriately consistent services, approaches, and processes.</li> </ul>

## External

Who	Why
Business, stakeholders, community and customers	<ul style="list-style-type: none"> <li>Maintain relationships as appropriate to meet their present and future needs, priorities and expectations.</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.

### Reporting line

Executive Director Learning and Teaching

### Direct reports

~3

### Budget/Expenditure

TBC

## Key Knowledge and Experience

- Extensive experience in management of educational operations, implementing educational delivery /operational planning, quality educational services and innovative teaching practices.
- Extensive experience in building and maintaining high level strategic stakeholder relationships.

## Essential requirements

- A valid Working with Children Check (required prior to commencement).
- Degree qualification in a relevant discipline or equivalent skills, knowledge and experience.

## 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.

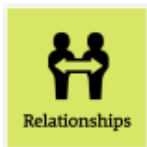
The capabilities are separated into focus capabilities and complementary capabilities

## 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>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Create a culture that encourages and supports openness, persistence and genuine debate around critical issues</li> <li>• Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change</li> <li>• Raise critical issues and make tough decisions</li> <li>• Respond to significant, complex and novel challenges with a high level of resilience and persistence</li> <li>• Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations</li> </ul>	Highly Advanced
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Champion and model the highest standards of ethical and professional behaviour</li> <li>• Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations</li> <li>• Set, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> <li>• Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports</li> <li>• Act promptly and visibly to prevent and respond to unethical behaviour</li> </ul>	Highly Advanced



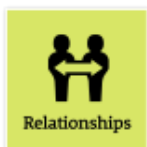
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### **Commit to Customer Service**

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- 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 and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

Advanced



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### **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



### **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



### **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











	<b>Finance</b> Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> <li>• Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures</li> <li>• Understand the impacts of funding allocations on business planning and budgets</li> <li>• Identify discrepancies or variances in financial and budget reports, and take corrective action</li> <li>• Know when to seek specialist advice and support and establish the relevant relationships</li> <li>• Make decisions and prepare business cases, paying due regard to financial considerations</li> </ul>	Adept
	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced
	<b>Inspire Direction and Purpose</b> Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> <li>• Champion the organisational vision and strategy, and communicate the way forward</li> <li>• Create a culture of confidence and trust in the future direction</li> <li>• Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation</li> <li>• Communicate the parameters and expectations surrounding organisational strategies</li> <li>• Celebrate organisational success and high performance, and engage in activities to maintain morale</li> </ul>	Highly 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
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced