

# Role Description

## Manager Partnerships and Growth

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Student Support and Community Group
Position Description no	10427-01
Classification/Grade/Band	TAFE Manager Level 3
Senior executive work level standards	Not Applicable
ANZSCO Code	139900
PCAT Code	2119192
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 up opportunities through learning.

### Primary purpose of the role

This position is responsible for leading the identification, sourcing and acquisition of strategic partnerships and new business opportunities at a regional/community level, as well as effectively managing existing commercial relationships and accounts.

The position optimises strategic partnerships with community, industry, and government stakeholders to tailor TAFE NSW's offerings, collaboratively deliver education and training and/or achieve commercial growth.

In particular, it leads and oversees effective engagement and partnering with schools at a region/cluster level to promote and grow collaborative education and training pathways programs delivering measurable learner, employment and community outcomes.

## Key accountabilities

1. Lead the identification and acquisition of high-value, strategic partnerships and new business opportunities that align with TAFE NSW's mission and objectives and enable sustainable growth.
2. Implement a strategic partnership, new business and account management framework, focused on proactively identifying new opportunities and ways to expand and grow existing partnerships and commercial relationships.
3. Develop and manage strategic partnerships with community, industry, education and government stakeholders, ensuring these collaborations are leveraged to enhance and extend TAFE NSW's services, foster innovation, and best enable TAFE NSW to meet the evolving needs of learners, the community and industry.
4. Ensure that growth and partnership activities and outcomes are aligned with TAFE NSW's organisational strategy and key operational plans, facilitating a cohesive cross-functional approach that ensures clear delineation of roles and responsibilities and a shared understanding of partnership and growth objectives.
5. Contribute to the development and implementation of TAFE NSW's innovation agenda by ensuring existing and potential partnerships are effectively leveraged to support innovative initiatives, expand TAFE NSW's capacity and reach and drive new approaches for education and training delivery.
6. Develop innovative educational partnership models in collaboration with schools and universities and within communities, aimed at enhancing educational access, relevance, and outcomes for learners in those areas.
7. Lead management of engagement and relationships with secondary schools at a region/cluster level to promote awareness and growth of education and training pathways to employment through TAFE NSW, working collaboratively with schools and internal stakeholders to facilitate program objectives.
8. 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.
9. Place the customer at the centre of all decision making.
10. 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.
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

- Balancing priorities to ensure business development and collaborative partnerships deliver mutually beneficial social and financial outcomes and meet community needs and expectations.
- Obtaining effective cross-functional collaboration and support for growth strategies and initiatives and creating a shared sense of ownership amongst internal stakeholder for achieving growth outcomes.

## Key relationships

### Internal

Who	Why
Line Manager	<ul style="list-style-type: none"><li>• Receive leadership, advice and support.</li><li>• Contribute to strategy and planning.</li><li>• Provide updates and performance reporting.</li><li>• Provide issues analysis, and advice on business development/partnerships opportunities and innovative solutions.</li></ul>

Direct Reports	<ul style="list-style-type: none"> <li>• Provide leadership, advice and support.</li> <li>• Coach, mentor and support on addressing challenges and issues resolutions.</li> </ul>
Broader Community Engagement, Partnerships and Growth regional/local Teams	<ul style="list-style-type: none"> <li>• Liaise and collaborate on business development and partnership initiatives and activities.</li> <li>• Liaise on planning, systems, tools and resources to build local capabilities and business development improvements.</li> </ul>
Key internal stakeholders including education and training delivery, course development, and strategic planning and policy functions	<ul style="list-style-type: none"> <li>• Influence, engage and liaise on initiatives, programs and courses to ensure business development and account management strategies are well informed and supported.</li> <li>• Liaise and collaborate on learner, industry and community feedback and requirements.</li> </ul>

## External

Who	Why
Community, business, peak industry networks and forums and across the education sector	<ul style="list-style-type: none"> <li>• Promote TAFE NSW's services, engage on community/business needs and opportunities.</li> <li>• Liaise on innovative and collaborative initiatives and partnerships.</li> <li>• Provide senior liaison on account management issues, retention and enhancement.</li> <li>• Build and maintain strong relationships to understand needs and opportunities.</li> </ul>
NSW government agencies, forums, reference groups	<ul style="list-style-type: none"> <li>• Liaise on innovative and collaborative initiatives and partnerships.</li> <li>• Maintain currency and connections on broader trends and issues affecting TAFE NSW business development strategies.</li> </ul>

## 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.

### Reporting line

Associate Director Engagement, Partnerships and Growth

### Direct reports

~5

### Budget/Expenditure

TBA

## Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree qualification in related field or equivalent skills, knowledge and experience.
3. Demonstrated experience leading and managing high value business development, sales and/or account management strategies and initiatives to achieve measurable performance outcomes.
4. Demonstrated experience engaging and building strong collaborative internal/external relationships and partnerships to maximise business development, account management and growth opportunities and solutions.

## 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

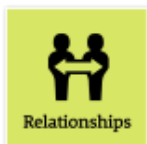
### Focus capabilities

*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>Value Diversity and Inclusion</b> Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"><li>• Encourage and include diverse perspectives in the development of policies and strategies</li><li>• Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li><li>• Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li><li>• Implement practices and systems to ensure that individuals can participate to their fullest ability</li><li>• Recognise the value of individual differences to support broader organisational strategies</li><li>• Address non-inclusive behaviours, practices and attitudes within the organisation</li><li>• Champion the business benefits generated by workforce diversity and inclusive practices</li></ul>	Advanced

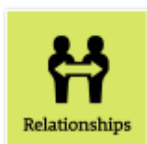


### **Communicate Effectively**

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



### **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



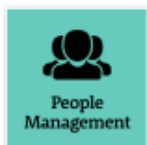
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### **Procurement and Contract Management**

Understand and apply procurement processes to ensure effective purchasing and contract performance

- Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management
- Develop well-written, well-structured procurement documentation that clearly sets out the business requirements
- Monitor procurement and contract management processes to ensure they are open, transparent and competitive
- Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance
- Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles
- Escalate procurement and contract management issues, where required

Adept



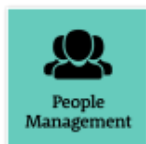
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### **Manage and Develop People**

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

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks

Adept



## Optimise Business Outcomes

Manage people and resources effectively to achieve public value








- Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
- Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
- When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
- Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
- Monitor performance against standards and take timely corrective actions
- Keep others informed about progress and performance outcomes

Adept






## 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	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	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	Advanced



	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept