

MANAGER STUDENT ADMINISTRATION SERVICES (GENERIC)

BRANCH/UNIT	Student Experience Group/ Student Services		
TEAM	Student Administration Services/ Various		
LOCATION	Negotiable		
CLASSIFICATION/GRADE/BAND	TAFE Manager Level 1		
POSITION NO.	TBA		
ANZSCO CODE	149212	PCAT CODE	1129192
TAFE Website	www.tafensw.edu.au		

1. ORGANISATIONAL ENVIRONMENT

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.

2. POSITION PURPOSE

The Manager, Student Administration Services is responsible for leading large dispersed teams the effective development and delivery of tasks and functions within the Student Services Branch service catalogue. Through fostering a performance-based culture, this role will ensure key metrics and service level agreements are consistently met whilst maintaining high quality standards and driving continuous improvement strategies to deliver operational efficiency and effectiveness.

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3. KEY ACCOUNTABILITIES

1. Lead medium to large, high-performing teams in the effective delivery of tasks and functions in the Student Services Branch service catalogue, to support customer experience excellence throughout their journey with TAFE NSW.
2. Monitor team and individual performance against key metrics and service level standards to proactively address service gaps and ensure TAFE NSW consistently meets changing customer expectations in a high-volume complex operating environment.
3. Implement strategies to increase engagement with digital customer channels whilst maintaining access to services across the diverse range of TAFE NSW customers.
4. Ensure team members have attended training and are maintaining current knowledge with systems, policies and processes to support the delivery of the Student Services Branch service catalogue.
5. Oversee, monitor and guide administrative and/or customer service teams to ensure high levels of employee engagement, effective resourcing, work prioritisation and appropriate ongoing professional development to address current and future needs.
6. Prepare and monitor team operational budgets, contribute to broader unit financial planning and provide regular business and financial reporting.
7. Drive a culture of continuous improvement in the delivery of Student Services to ensure contemporary business practice, quality and compliance and regulatory requirements are maintained and professional expertise of the team is enhanced.
8. As a member of the broader Student Services leadership team, build and nurture an engaging and inclusive Student Services community within the campus/cluster you are based. This includes providing information, guidance and support across teams, where appropriate, and supporting onboarding within the Branch.
9. 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.
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 of meaningful performance development review plans (PDRP) that are clearly aligned to strategic objectives and focused to develop the individual.

4. KEY CHALLENGES

- Designing, implementing, and managing directions for Student Services in accordance with GM and Heads expectations and TAFE NSW priorities.
- Managing expectations of relevant stakeholders.
- Implementing an innovative, creative, and agile culture whilst achieving a consistent approach to customer support and service excellence.
- Managing business expectations during periods of change and transformation.
- Managing the effective allocation of resources across multiple transactions across peak and non-peak periods whilst meeting budget priorities.

5. KEY RELATIONSHIPS

WHO	WHY
Internal	
Senior Manager/ Head / relevant line manager	<ul style="list-style-type: none"> Receive leadership, advice and support. Provide regular updates and advice on teams' performance and achievements.
Direct Reports	<ul style="list-style-type: none"> Provide leadership, advice and support. Provide guidance on work prioritisation, issue resolutions and performance targets.
Broader Student Services managers and specialist/staff	<ul style="list-style-type: none"> Share information, liaise and collaborate on operational issues and improvement initiatives.
SEG Delivery Group	<ul style="list-style-type: none"> Liaise on student administrative service, processes and related matters.
Broader Student Experience Group	<ul style="list-style-type: none"> Liaise and collaborate on shared outcomes in supporting services and delivery.
Shared Services & Capability Groups	<ul style="list-style-type: none"> Seek guidance and liaise on corporate policies, processes, guidelines and standards.
Systems Group	<ul style="list-style-type: none"> Engage and collaborate on system support and technical/performance issues.
External	
Students	<ul style="list-style-type: none"> Provide guidance and facilitate resolution of student/customer related matters.
Employer and third-party agents	<ul style="list-style-type: none"> Provide guidance and facilitate resolution of student/customer related matters.

6. POSITION DIMENSIONS

Reporting Line: Senior Manager/ Head/ or relevant line manager

Direct Reports: ~ 4 - 10

Indirect Reports: ~ 40 – 80

Financial delegation: TBA

Budget/Expenditure: TBA

Decision Making:

- Makes decision 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.

7. ESSENTIAL REQUIREMENTS

1. Degree qualification in related field or equivalent significant experience.
2. Proven ability to manage small to medium administrative / enquiry / advisory teams in a contact centre / customer frontline service type environment to meet set performance targets and service delivery standards.
3. Experience managing and maintaining operations and support systems effectively and efficiently including resourcing, budgets and work prioritisation.
4. Demonstrated ability to motivate, engage and develop teams to embrace new technology, improve performance results and customer service experience.
5. Willingness and ability to travel as per business requirements.
6. Ability to address and meet focus capabilities as stated in the position description.






8. CAPABILITIES

NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the [NSW Public Sector Capability Framework](#). The capabilities **in bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational > Intermediate > Adept > Advanced > Highly Advanced

CAPABILITY GROUP	NAME	LEVEL
	Display Resilience & Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity and Inclusion	Intermediate
	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Intermediate
	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

FOCUS CAPABILITIES

The focus capabilities for the Manager are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the position's key accountabilities.

NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Adept	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way and encourage others to do so. Act professionally and support a culture of integrity. Identify and explain ethical issues and set an example for others to follow. Ensure that others are aware of and understand the legislation and policy framework within which they operate. Act to prevent and report misconduct and illegal and inappropriate behaviour.
Relationships Commit to Customer Service	Adept	<ul style="list-style-type: none"> 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.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> 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.
Relationships Work Collaboratively	Adept	<ul style="list-style-type: none"> Encourage a culture that recognises the value of collaboration. Build cooperation and overcome barriers to information sharing and communication across teams and units. Share lessons learned across teams and units. Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work. Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services.
Results Deliver Results	Adept	<ul style="list-style-type: none"> Use own and others' expertise to achieve outcomes and take responsibility for delivering intended outcomes. Make sure staff understand expected goals and acknowledge staff success in achieving these. Identify resource needs and ensure goals are achieved within set budgets and deadlines. Use business data to evaluate outcomes and inform continuous improvement. Identify priorities that need to change and ensure the allocation of resources meets new business needs. Ensure that the financial implications of changed priorities are explicit and budgeted for.
Results Demonstrate Accountability	Adept	<ul style="list-style-type: none"> 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.
Business Enablers Technology	Adept	<ul style="list-style-type: none"> Identify opportunities to use a broad range of technologies to collaborate. Monitor compliance with cyber security and the use of technology policies. Identify ways to maximise the value of available technology to achieve business strategies and outcomes.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Monitor compliance with the organisation's records, information and knowledge management requirements. • 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.
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> • 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.