

# Role Description

## Manager Continuous Improvement



Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Capability Group
Position Description no	10727-01
Classification/Grade/Band	TAFE Manager Level 1
Senior executive work level standards	Not Applicable
ANZSCO Code	135199
PCAT Code	1229192
Date of Approval	August 2020
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 managing the development, implementation, and ongoing review of policies and procedures to effectively support the functions of the Capability Group. The Manager Continuous Improvement will address knowledge management requirements in alignment with the Capability Group Senior Leadership Team objectives and priorities.

## Key accountabilities

1. Lead the development and implementation of the systems and processes of knowledge management so that contemporary, accurate and legislative complaint documents are available to employees.
2. Champion knowledge management practices to improve the sharing and value of knowledge.
3. Catalogue and publish tools to optimise the use of knowledge.
4. Report on the usage of knowledge articles to demonstrate the benefits and impact of knowledge on service delivery.
5. Lead the sourcing and developing of knowledge articles, guides and documentation to improve end user experience.
6. Actively support the development of a supportive and collaborative knowledge sharing culture to drive the successful adoption of knowledge sharing.
7. Develop and implement practices and systems to capture knowledge by facilitating internal and external collaboration and communication.
8. Led development of policies, procedures, and guidelines that support knowledge management and enables TAFE NSW to respond to quickly, make decisions and ensure optimal service delivery in a dynamic environment.
9. Monitor and evaluate knowledge sharing initiatives through environmental scanning and bench marking to ensure effective contemporary methods are in place.
10. Create business case justification to ensure investment in innovative purpose specific knowledge management solutions.
11. Reflect TAFE NSW's values in the way you work and abide by policies and procedures to ensure a safe, healthy and inclusive work environment
12. Place the customer at the centre of all decision making.
13. Work with the Line Manager to develop and review meaningful performance management and development plans.

## Key challenges

- Maintaining a contemporary knowledge of industry best practice in knowledge management in a constantly changing environment.
- Promoting the value of sharing and updating knowledge within a complex geographically dispersed organisation.
- Maintaining a focus on knowledge management when negotiating with diverse stakeholders with various priorities to led development and implementation of documentation to support best practice.

## Key relationships

### Internal

Who	Why
Line Manager	<ul style="list-style-type: none"><li>• Receive leadership, advice and support.</li><li>• Provide information, advice and report on risks and issues associated with knowledge management.</li><li>• Appropriately escalate matters requiring guidance for resolution.</li></ul>
Direct Reports	<ul style="list-style-type: none"><li>• Support team to work collaboratively to contribute to achieving organisation's business goals.</li><li>• Provide direction and manage service delivery.</li></ul>
Clients/customers	<ul style="list-style-type: none"><li>• Manage expectations, resolve and provide solutions to issues.</li><li>• Receive and collate information for knowledge sharing.</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.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

### Reporting line

Workforce Operations Manager

### Direct reports

TBA

### Budget/Expenditure

TBA

## Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree qualification in related field or equivalent significant experience.
3. Comprehensive knowledge and understanding of contemporary knowledge management systems and processes.

## 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
 <p>Personal Attributes</p>	<p><b>Manage Self</b></p> <p>Show drive and motivation, an ability to self-reflect and a commitment to learning</p>	<ul style="list-style-type: none"> <li>• Keep up to date with relevant contemporary knowledge and practices</li> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Seek and respond positively to constructive feedback and guidance</li> <li>• Demonstrate and maintain a high level of personal motivation</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Communicate Effectively</b></p> <p>Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Commit to Customer Service</b></p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>	Adept



### 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

- 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

Adept



### Project Management

Understand and apply effective planning, coordination and control methods











- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

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
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 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	Intermediate