

Role Description

Executive Director Business Enablement



Agency	TAFE NSW
Division/Branch/Unit	Delivery
Role number	TBA
Classification/Grade/Band	PSSE Band 2
Senior executive work level standards	Band 2 (indicative)
ANZSCO Code	TBA
PCAT Code	TBA
Date of Approval	TBA
Agency Website	www.tafensw.edu.au

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 Executive Director Business Enablement leads the implementation of major business enablement initiatives in the TAFE NSW Strategic Plan to drive overall organisational performance and deliver key organisational and government objectives.

Key accountabilities

1. Lead the development, implementation, review and evaluation of multiple complex and integrated strategic business enablement initiatives that build TAFE NSW's operational capability and maturity and help to deliver exceptional end-to-end learner experiences and/or organisation-wide improvements in quality and efficiency.
2. Identify opportunities and drive change where necessary to ensure the initiatives are delivered on-time and on-budget, are effectively and sustainably integrated within the organisation and achieve the targeted outcomes.

3. Identify the major strategic issues and capability gaps for the organisation and integrate diverse stakeholder interests to inform decisions regarding the development and prioritisation of initiatives, the benefits they should realise and their measures for success
4. Foster high engagement and collaborative and mutually supportive relationships with stakeholders across TAFE NSW and the sector more broadly through all phases of the initiatives to influence and enhance outcomes.
5. Advise the Chief Delivery Officer and the Executive Leadership team on progress, strategies and emerging issues relating to the initiatives to support decision-making, drive outcomes and proactively identify and mitigate risks.
6. Develop and monitor supporting processes including planning and controls, reporting, risk management, stakeholder engagement and governance to ensure effective execution and implementation.

Key challenges

1. Managing and maintaining focus within a complex business environment.
2. Leading cross-functional initiatives to respond to changes in Government and TAFE NSW priorities while optimising stakeholder confidence in the organisation's capacity to deliver outcomes.

Key relationships

Who	Why
Internal	
Chief Delivery Officer	<ul style="list-style-type: none"> • Receive leadership, direction and support • Provide strategic advice on strategic project matters to support and influence decision-making
TAFE NSW Senior Executives	<ul style="list-style-type: none"> • Develop strategic relationships and provide expert advice to impact decisions, support initiatives, clarify accountability and communicate performance • Provide expert advice to influence decisions, support initiatives and maximise engagement • Evaluate satisfaction with the quality of advice, programs and initiatives • Consult and collaborate on approaches, change plans and strategies
External	
Other NSW Government Agencies	<ul style="list-style-type: none"> • Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to project issues

Role dimensions

Decision making

1. Makes decisions on implementation of strategic projects as agreed with the Chief Delivery Officer.
2. 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.

Reporting line: TBC

Direct reports: Nil

Budget/Expenditure: TBA

Key knowledge and experience

- Degree qualification in Commerce, Education, Business, Finance or a relevant discipline or related experience.

Essential requirements

- Working with children check.

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
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> • Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations 	Highly Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • 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
 Relationships	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • 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

	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes 	Highly Advanced
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> • 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



Finance






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






- Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management
- Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound
- Assess relative cost benefits of various purchasing options
- Promote the role of sound financial management and its impact on organisational effectiveness
- Obtain specialist financial advice when reviewing and evaluating finance systems and processes
- Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner

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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	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

	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
	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	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Adept