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| **Cluster** | Education |
| **Agency** | Department of Education |
| **Division/Branch/Unit** | Skills and Higher Education / Training Services NSW |
| **Location** | Sydney |
| **Classification/Grade/Band** | Band 1 |
| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Operational Delivery |
| **Role Number** | 50053856 |
| **ANZSCO Code** | 13211 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | January 2018 |
| **Agency Website** | www.det.nsw.edu.au |

Agency overview

The NSW Department of Education provides, funds and regulates education services for NSW students from early childhood to secondary school, delivering world-class education through its public schools and providing funding support to non-government schools. We employ, develop and support teachers, leaders and other staff to deliver the best outcomes for students and to advance the wellbeing of Aboriginal people.

Training Services NSW (TSNSW) leads and manages the implementation of funded vocational education and training programs and services across the NSW training market including contracting and funding providers, quality assurance, leading reforms and administering apprenticeships and traineeships and Aboriginal programs.

The Branch also has a major role in industry and community relations and in supporting the business operations and systems, including forecasting, budget management, accounting and reporting activities for the large VET budget.

The Branch has frontline staff in 9 Regional Centres who manage relationships with providers and employers and implement and administer funded vocational education and training programs and services across the State.

Primary purpose of the role

Leads the delivery and administration of funded vocational education and training (VET) programs and services across the state at regional level. The role oversees regional offices with responsibility for a specific geographic area and functions. The Director also provides operational and strategic advice to the Executive Director, Deputy Secretary, Secretary and Minister on program delivery.

# Key accountabilities

* Provide expert strategic advice to the Departmental senior executive team and Minister’s office on significant regional projects, geographically specific issues for the delivery of funded vocational education and training, apprenticeships, traineeships and other programs and services delivered across the State.
* Successfully deliver communication and engagement strategic outcomes; influencing industry, education and training providers and the community to increase participation in training, strengthening apprenticeship and traineeship participation and completion rates.
* Oversee contract management and performance monitoring processes, in consultation with the Director, Industry and Community Relations, to ensure that they are implemented in accordance with the Quality Framework.
* Exercise delegations from the Commissioner of Vocational Training, embedding risk management and audit frameworks to ensure the NSW apprenticeship and traineeship system across the state is of high quality and compliant with the provisions of the *Apprenticeship and Traineeship Act, 2001.*
* Collaborate and partner with executives within Department of Education to identify and capitalise on opportunities for integration and economies of scale, supporting the cost effective delivery of services targeted at improving the skills base and jobs growth for NSW.
* Drive the implementation of high quality and responsive frontline customer information and liaison services for students, employers, providers, industry and the community in accordance with the principles of the Quality Framework.
* Represent the Department on state and national committees regarding the operational, regional and frontline delivery of vocational education and training to ensure the strategies, objectives and interests of vocational education and training in NSW are met.
* Lead the preparation of quality evidence-based written reports and correspondence which effectively communicate findings, recommend policy positions and identify areas for improvement to the Executive Director Training Services NSW, Deputy Secretary, Secretary and Minister.

Key challenges

* Managing complex, sensitive and high profile issues and programs within a complex environment, requiring political astuteness and sound judgment, given the need to balance the expectations of a broad spectrum of stakeholders and build partnerships where they may not already exist.
* Directing the delivery and co-ordination of high quality, funded vocational education and training, apprenticeships, traineeships and other programs and services across the State; delivering value for money and meeting Government and community expectations; providing timely information to students, employers, training providers, and resolving issues and complaints.
* Leading culture change to support the implementation of reform and managing relationships with key stakeholders in a dynamic environment where there are competing priorities.

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister and Minister’s office | * Provide expert briefings on new and emerging issues, and to report on the regional delivery of funded vocational education and training programs |
| **Internal** |  |
| Secretary, Deputy Secretary, Skills and Higher Education, Executive Director, Training Services NSW | * Provide financial and business performance advice on programs managed by the regions * Liaises with the senior executive on significant issues and matters which are outside the role’s delegation. * Clarifies and advises on specific service delivery and regional operational business issues. * Exchanges information on new VET opportunities and provide guidance on capitalising on them. |
| Staff in Training Services NSW, and Skills & Higher Education Division executives | * Contributes to business leadership within the Training Services NSW Executive Team. * Clarifies and advises on specific service delivery and regional operational business issues. * Exchanges information on new VET opportunities and provide guidance on capitalising on them. |
| Regional offices | * Deals with staff within the regional offices to oversee staff allocation and resource issues, provide interpretation and guide implementation of policies, monitor performance and assist with client negotiations and complaints. * Exchanges information on new business and VET opportunities, providing guidance. * Influences and provides executive advice as part of day to day operations. |
| **External** |  |
| NSW Skills Board, TAFE executive team, other Government agencies | * Represents the Department in the business of government focussing on the regional delivery of funded vocational education and training programs and services. * Develops whole of government approaches on key regional and service delivery issues, negotiate consistent policies and promote the efficient utilisation of resources. * Mitigates risk of duplication and increased red tape. |
| Key industry stakeholders and participants, community representatives, Government and non-Government school sectors, key national committees, student representative organisations, registered training organisations | * Maintains networks and partnerships; present and test communication and engagement proposals; build ownership and capacity; and better understand different perspectives on critical issues. * Establishes and develops effective business partnerships and networks with key industry stakeholders and customers to ensure that clear standards of customer service are established and provided. * Responds to and provides advice on contentious vocational education and training service and funding issues, at regional level. * Manage complex negotiations from industry and or Government stakeholder groups with interests in training and education. |

# Role dimensions

## Decision making

* The role operates with a high level of autonomy to deliver programs, drive customer service and information delivery and to change priorities within approved business plans.
* Human, financial and physical resources under the control of the Director can be re-allocated without referral.
* Oversees the work of regional teams and manages resources through appropriate procurement processes.
* Refers to Executive Director only those decisions involving the management of sensitive issues, changes in the organisational structure, or which require a higher delegation or approval.

## Reporting line

Executive Director Training Services NSW

## Direct reports

10 Direct Reports

## Budget/Expenditure

TBA

**Essential Requirements**

* A Working with Children Check is an essential requirement for this role.  The role has been identified as requiring a check in keeping with the *Child Protection (Working with Children) Act 2012***.**

# Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

## Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

| NSW Public Sector Capability Framework | | |
| --- | --- | --- |
| **Capability Group** | **Capability Name** | **Level** |
|  | **Display Resilience and Courage** | **Highly Advanced** |
| **Act with Integrity** | **Adept** |
| Manage Self | Advanced |
| Value Diversity | Adept |
|  | Communicate Effectively | Advanced |
| **Commit to Customer Service** | **Advanced** |
| Work Collaboratively | Advanced |
| **Influence and Negotiate** | **Advanced** |
|  | Deliver Results | Advanced |
| Plan and Prioritise | Advanced |
| Think and Solve Problems | Advanced |
| **Demonstrate Accountability** | **Advanced** |
|  | Finance | Adept |
| Technology | Adept |
| Procurement and Contract Management | Adept |
| **Project Management** | **Advanced** |
|  | **Manage and Develop People** | **Advanced** |
| **Inspire Direction and Purpose** | **Highly Advanced** |
| Optimise Business Outcomes | Adept |
| Manage Reform and Change | Adept |

## Focus capabilities

The focus capabilities for the role 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 role’s key accountabilities.

| NSW Public Sector Capability Framework | | |
| --- | --- | --- |
| **Group and Capability** | **Level** | **Behavioural Indicators** |
| **Personal Attributes**  Display Resilience and Courage | Highly Advanced | Create a climate which encourages and supports openness, persistence and genuine debate around critical issues  Provide sound 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 keep control of own emotions and act as a stabilising influence even in the most challenging situations |
| **Personal Attributes**  Act with Integrity | Adept | Represent the organisation in an honest, ethical and professional way and encourage others to do so  Demonstrate professionalism to support a culture of integrity within the team/unit  Set an example for others to follow and identify and explain ethical issues  Ensure that others understand the legislation and policy framework within which they operate  Act to prevent and report misconduct, illegal and inappropriate behaviour |
| **Relationships**  Commit to Customer Service | Advanced | Promote a culture of quality customer service in the organisation  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  Ensure that the organisation’s systems, processes, policies and programs respond to customer needs |
| **Relationships**  Influence and Negotiate | Advanced | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial win/win outcomes  Show sensitivity and understanding in resolving acute and complex conflicts  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Pre-empt and minimise conflict within the organisation and with external stakeholders |
| **Results**  Demonstrate Accountability | Advanced | 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 |
| **Business Enablers**  Project Management | Advanced | Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts  Access key subject-matter experts’ knowledge to inform project plans and directions  Implement effective stakeholder engagement and communications strategy for all stages of projects  Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans, and minimise impacts  Manage transitions between project stages and ensure that changes are consistent with organisational goals |
| **People Management**  Manage and Develop People | Advanced | 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  Provide timely, constructive and objective feedback to staff  Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way  Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives |
| **People Management**  Inspire Direction and Purpose | Highly Advanced | Champion the organisational vision and strategy, and communicate the way forward  Create a culture of confidence and trust in future direction  Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation  Communicate the parameters and expectations surrounding organisational strategies  Celebrate organisational success and high performance and engage in activities to maintain morale |