

SENIOR EXECUTIVE SERVICE
NSW DEPARTMENT OF EDUCATION AND TRAINING
POSITION DESCRIPTION

POSITION DETAILS

POSITION TITLE: Director TAFE NSW – New England Institute

REPORTS TO: Deputy Director-General, TAFE and Community Education

LOCATION: Tamworth

DATE: July 2008

PRIMARY OBJECTIVES

Institute Directors are the pre-eminent managerial and educational leaders within TAFE NSW. Their primary objective is to establish and develop the Institute as a unique and dynamic provider of vocational education and training services essential to the economic and social development of their regions. Institute Directors also have the objective of maintaining and building on the Institute's Registered Training Organisation's (RTO) and quality endorsed ISO 9001:2000 status, and ensuring the Institute is equipped to be a leader in a competitive vocational education and training environment.

To achieve this broad objective the Director, TAFE NSW – New England Institute:

- Manages the functions, staff and resources of the Institute to ensure efficient and effective delivery of the Institute's vocational education and training programs and services within the context of the Government's commitments to the education and training sector and the Department's policy framework.
- Maintains and develops the Institute as a leading education and training organisation with a comprehensive range of quality programs and services for industry, business and individual clients, both locally and internationally, in accordance with RTO, ISO and other recognised quality endorsed certifications.
- Responds to a wide range of customer services to meet the needs of students in the Institute's diverse community in flexible and innovative ways across the New England region of NSW.
- Provides strategic leadership and fosters cross area teams, in collaboration with the Regional Director (Schools), in the development and delivery of shared schools and TAFE services, strategies and programs.

REPORTING RELATIONSHIPS

The Director, TAFE NSW – New England Institute, reports directly to the Deputy Director-General (TAFE and Community Education) and has a performance agreement which specifies the Director's accountability for the management and operations of the Institute.

Other positions reporting to the Deputy Director-General (TAFE and Community Education) are:

Director, Hunter Institute
Director, Illawarra Institute
Director, Riverina Institute
Director, Sydney Institute
Director, South Western Sydney Institute
Director, Western Institute
Director, Western Sydney Institute
Director, North Coast Institute
Director, Northern Sydney Institute
Chief Executive Officer DET International and TAFE National Business
General Manager Customer Support
General Manager Strategy
General Manager, Training and Education Support
Director, Community and Migrant Education
Director, National Art School
Associate Director TAFE Executive and Corporate Support
Executive Assistant

Positions Reporting to the Institute Director

Assistant Director – Faculty of Business and Creative Services
Assistant Director – Faculty of General Education and Equity Services
Assistant Director – Faculty of Human and Personal Services
Assistant Director – Faculty of Trades and Primary Industries
Assistant Director – Educational Development
Assistant Director – Educational Operations
Regional Human Resources Manager
Manager - ICTS Services
Manager Financial Services

ORGANISATIONAL ENVIRONMENT

The Department of Education and Training is an organisation focused on provision of service to the community through the delivery of innovative and quality education and training.

It is the role of senior staff in the Department to lead development of an organisational culture which is focused on the work of staff in schools, colleges and other education and training facilities; exists to serve and support students, staff and the community; promotes the development of key relationships and values and works collaboratively with interest groups; values team work, problem solving and strategic issues management; and promotes the significant role of education and training in the social and economic future of NSW.

More than 1.5 million students (in TAFE, community education and schools) in NSW benefit from the services of the Department of Education and Training. To achieve this, the Department has a recurrent budget of over ten billion dollars and a workforce of over 95,000 FTE. Its size, power and capacity for coordination provide opportunities to integrate the provision of education and training in ways that had not been possible traditionally.

The TAFE and Community Education portfolio is the largest provider of vocational education and training in Australia. It has a major responsibility for ensuring industry and enterprises in NSW have a highly skilled workforce to support NSW's competitive performance in the global economy. It provides high quality vocational education and training to over 520,000 students annually as well as managing adult migrant and community education across the state.

TAFE NSW operates in a rapidly changing operating environment which includes greater levels of user choice and contestable funding; the transition to outcomes based performance reporting; increased flexibility in delivery of services and greater responsiveness to industry needs, including reducing skill shortages.

TAFE NSW plays a vital role in strengthening rural and regional communities economically and socially through learning and employment as well as providing an important avenue for Indigenous Australians to develop the skills for viable employment. TAFE NSW delivers flexible study programs and services to meet the needs of students, industry and the community.

TAFE NSW institutes offer more than 1,200 courses at 138 strategically placed locations across the state. Also, the Open Training Education Network (OTEN) provides distance education and training programs for TAFE students whose learning is restricted by distance, disability and isolation through use of both traditional delivery and leading edge technology. OTEN enrolls 38,000 students in more than 250 TAFE NSW courses.

TAFE NSW New England Institute is one of the ten TAFE NSW Institutes. The Institute services an area of more than 100,000 square kilometres across north eastern NSW.

The area has an extensive biodiversity with fine wool and cattle bringing wealth to the region. To the south lie the slopes, where fertile soils, twisting rivers and a temperate climate favour many agricultural pursuits. To the west lie the black soil plains – Australia's richest agriculture region.

A commitment to quality education and training is met by our four faculties, as we service our campuses at Armidale, Boggabilla, Coonabarabran, Glen Innes, Gunnedah, Inverell, Moree, Narrabri, Quirindi, Tamworth and Tenterfield.

As increasing proportion of New England Institute's courses are offered flexibly and online and increasingly using video conferencing to meet the diverse needs of the region's communities and students. These delivery options allow students to choose a wide selection of vocational courses and to learn in a range of ways that suit work, time and travel demands.

TAFE NSW – New England Institute offers over 320 courses to over 22,000 students across 11 campuses.

The Institute delivers its educational programs using a faculty structure. The faculties are supported by an Aboriginal Education and Training Unit, Educational Support Unit, Educational Development Unit, the Regional Human Resources Unit, Regional Finance and Administration, the Regional Assets Unit and the Regional Information and Communications Technology Unit.

The dynamic and versatile New England Institute has a reputation for using innovative methods, including web-enhanced learning, mixed mode and flexible delivery systems to deliver vocational education and training to sparsely populated areas.

INTERPERSONAL RELATIONSHIPS

The Director, TAFE NSW – New England Institute, has frequent contact with the Deputy Director-General (TAFE and Community Education) for reporting purposes and to discuss issues, priorities and recommendations. The position also has frequent direct contact with the Minister's Office, the Director-General, other Deputy Directors-General and senior officers including the Regional Director (Schools). The position provides authoritative operational advice, as required.

The Director has substantial input and influence in shaping the policy, strategy and directions of TAFE NSW through membership of the TAFE Executive Group, chaired by the Deputy Director-General.

The Director also contributes to corporate educational and resource planning by providing detailed advice to the Deputy Director-General on current and projected vocational and further education needs in the geographic area and the state-wide specialist training facilities.

The Director also provides strategic advice through membership of a number of executive working parties and cross (public) sector committees.

The Director works closely with peak industry groups and the Institute Advisory Council to relay and seek advice on vocational, education and training matters.

In relation to issues in the Institute community, the position consults and negotiates with local representatives of the NSW Teachers Federation, the NSW Public Service Association, industry representatives, community groups and other relevant bodies as appropriate.

The position also consults and negotiates with state level representatives of these groups and relevant State and Commonwealth Departments and Agencies; Government Departments in other States and Territories; and a range of external agencies.

ACCOUNTABILITY LIMITS

The Director, TAFE NSW – New England Institute, is accountable for forward planning, quality and delivery of TAFE NSW vocational education and training services and specialist training facilities of the Institute.

The Director has primary authority and responsibility for the educational provision and for financial and human resource management across all operational aspects of the Institute. In making managerial decisions, the Director has regard to Government and departmental policies and priorities, local industry and community advice and the views of the senior management staff within the Institute.

The Director acts as a spokesperson for TAFE NSW and the Department of Education and Training within the Institute's area of responsibility and may represent the Department at public functions and on state and national committees.

The Director may undertake negotiations on behalf of the Department with industrial unions and other major interest groups, consult widely with interest groups and may directly commit funding for negotiated partnerships or MOUs and policy matters as they relate to the Institute and to the area of broader state-wide responsibility.

The Director is responsible for decisions to ensure prompt resolution of serious and contentious issues.

The Director leads and manages the Institute's strategies and plans to earn commercial revenue and increase profit in compliance with government and departmental guidelines.

The Director, TAFE NSW – New England Institute has financial delegation for up to \$55.441M in budget areas.

CHALLENGES AND CONSTRAINTS

- Drive the Institute's leadership in the vocational education and training sector within an increasingly competitive and challenging environment.
- Achieve ASCH, participation, completion and other business targets within budget constraints.
- Increase the flexibility and responsiveness of the Institute to meet the training needs of industry and the community.
- Grow the Institute's commercial and contestable revenue sources.
- Develop strategic partnerships with other organisations, including schools to strengthen business opportunities and learning opportunities for students.
- Promote a culture of customer service and provide a dynamic and supportive environment for staff within the Institute.
- Maintain and further develop curriculum products and services in a responsive and efficient manner.
- Effectively manage shared corporate services across schools and TAFE NSW in the region within an agreed service standards framework.

KEY ACCOUNTABILITIES

- Contribute to the development of corporate policies, strategies and directions, and lead and contribute to corporate-wide initiatives as designated by the Deputy Director-General (TAFE and Community Education) and the Managing Director, in order to enable TAFE NSW to achieve its broad educational objectives.
- Provide detailed advice to the Deputy Director-General (TAFE and Community Education), the Managing Director, the TAFE Commission Board and the Minister as required on all issues relating to TAFE provision within the areas of responsibility covered by the Institute, in order to facilitate corporate planning and decision making.
- Contribute to the leadership and management of TAFE NSW through chairing and membership of key TAFE NSW committees and represent TAFE NSW on external bodies.
- Lead the development and implementation of the Institute's Service Delivery Strategy and other plans to build skills, achieve employment outcomes and support the New England regional economic and social development within the framework set by the Corporate Management Plan.

- Comply with all formal quality assurance requirements related to educational programs/services and student administration/support services, including those to maintain RTO, AQTF and ISO status, and build a quality improvement culture to enhance the standing of TAFE NSW as a provider of high quality services.
- Lead and control the Institute's overall budget allocation and monitoring processes in order to make the most efficient and effective use of available resources to achieve the objectives set out in the Institute's business and management plans.
- Lead overall the delivery of high quality products and services to the Institute in a responsive and timely manner and in the context of the National Training Framework and Training Packages.
- Lead and manage the Institute's strategies and plans to earn commercial revenue and increase profit in compliance with Government and departmental guidelines.
- Lead and manage the New England shared corporate services on behalf of and in consultation with DET to service New England Institute and the New England Schools Region to achieve the Department's objectives of decentralisation and shared management of corporate services.
- Lead the development of the Institute's workforce plan including appointments, professional development, counselling, discipline, local industrial dispute resolution, administration of award and legislative entitlements and working conditions, and all necessary record keeping, to make effective use of this valued resource in achieving TAFE NSW objectives.
- Lead the development and implementation of strategies for organisational development, risk management and business continuity to ensure that the Institute can properly support TAFE NSW in setting and meeting its targets and accountabilities.
- Lead the development and implementation of effective communication and organisational development strategies and staff support and performance management systems in order to guide, motivate, develop and acknowledge staff.
- Establish and maintain effective working relationships with other educational providers within the area of the Institute in order to identify opportunities for joint educational programs and pathways for the benefit of students and staff, with a particular focus on the needs of 15-19 year olds.
- Establish effective partnerships with industry, other government agencies and community organisations to provide customer focussed programs and services, increase employment outcomes for students and avoid duplication including in facilities.

- Represent the Department within the areas covered by the Institute, to Members of Government, other government agencies, industry and community groups and the media, in order to promote the corporate views and interests of TAFE NSW.
- Ensure compliance with the *Public Finance and Audit Act 1983* and other legislative and government financial, management and reporting requirements.
- Ensure commitment to core NSW public sector values of cultural diversity, equity and ethical practice, and a healthy, safe and fair workplace; and capacity to lead staff in implementing these values.

In addition the occupant of this position is responsible for:

- behaving ethically and maintaining high ethical standards;
- ensuring employees are aware of the procedures for making protected disclosures and of the protection provided by the *Protected Disclosures Act 1994*;
- improving service delivery and productivity;
- ensuring that people management, recruitment, training and development are based on employment equity principles;
- increasing the representation of Equal Employment Opportunity Groups through recruitment and appointment action;
- contributing to continuous improvement in records management and the achievement of full compliance with State records legislative requirements, by promoting corporate records management policies, plans, procedures and practices, and developing and delivering effective local strategies for their implementation; and
- contributing to continuous OHS improvement by promoting OHS policies, implementing OHS strategies, consulting with employees and managing risk in all areas of responsibility.

POSITION DIMENSIONS

Budget 2006/2007:

Total including operating/capital and salaries: \$55.441 million

Staff:

Reporting directly	11
Reporting indirectly	1,370
Number of Campuses/college	11
Student enrolments – 2007	21,208
Range of Courses	320

KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED

- High level strategic leadership and human, financial and physical resource management skills and experience.
- Excellent interpersonal, advocacy, oral and written communication skills, and the ability to ensure effective relationships with key internal and external stakeholders.
- Demonstrated ability to play a significant policy development role, and the capacity to contribute to state and national policy issues.
- Relevant tertiary qualifications or equivalent knowledge, skills and experience.
- Capacity to lead staff in implementing the Department's Aboriginal education and training policies and to ensure quality outcomes for Aboriginal people.