

Position Summary

Title Director Educational Experience

Purpose At TAFE Gippsland, Integrity, Excellence, Collaboration and Responsibility underpin everything we do in pursuit of our vision and strategic goals. Our employees act with professionalism and integrity, work collaboratively, and place learners at the heart of everything we do. We are committed to building a skilled and thriving Gippsland through high-quality vocational education, strong industry partnerships and focus on one learner at a time for learner success.

The Director Educational Experience provides strategic leadership for the design, delivery, quality, performance and continuous improvement of TAFE Gippsland's educational programs and student support and success services. The role is responsible for creating an integrated and learner-centred experience that strengthens engagement, wellbeing, retention, completion and learner success, while fostering a culture of educational excellence that delivers outstanding learner experiences and outcomes, responds to industry and community needs, and strengthens TAFE Gippsland's reputation as the region's leading vocational education provider.

Leading a portfolio of Heads of Departments and the Head of Student Services and Success, the Director drives educational quality, student progression, retention and completion, workforce capability, and innovation in teaching and learning. The role ensures programs remain industry-relevant, accessible and responsive, enabling learners to achieve meaningful vocational, employment and further education outcomes.

As a member of the Executive Leadership Team, the Director is accountable to the Chief Executive Officer for providing strategic academic, operational and financial leadership across the portfolio. Working collaboratively with executive colleagues, particularly the Director Strategy, Quality and Learning and the Director Partnerships and Engagement, the Director contributes to organisational sustainability, builds strong industry and stakeholder relationships, and ensures the achievement of TAFE Gippsland's strategic objectives through a high-performing, inclusive and learner-centred culture.

Reports To Chief Executive Officer

Classification Standard Public Entity Executive Employment Contract

Location Institute based at a major TAFE Gippsland Campus. Please note this position is required to travel to, or operate from, any of the Institute's campuses or locations as required.

Key Accountabilities

Strategic Leadership

- Lead the development of the Educational Experience portfolio, ensuring alignment with TAFE Gippsland's Strategic Plan, organisational objectives, and the current and emerging needs of learners, industry, community and government.
- Provide strategic leadership across all educational, student support and student success teams to deliver high-quality, accessible and industry-relevant vocational education that improves learner outcomes, satisfaction, progression, retention and completion.
- Ensure robust educational planning, portfolio management and program lifecycle governance processes are in place to support the effective, efficient and sustainable delivery of programs across all learner cohorts.
- Drive innovation and continuous improvement in teaching, learning and student support practices through the adoption of contemporary educational models, digital technologies, flexible delivery approaches and evidence-based practice, in collaboration with the Director Strategy, Quality and Learning.

	• Anticipate and respond to emerging trends, policy changes and workforce needs to position TAFE Gippsland as a leader in vocational education, educational excellence and learner success. • Foster a culture of accountability, collaboration, innovation and continuous improvement that empowers teams to deliver exceptional educational and student experiences. • Contribute to organisational strategy, governance and decision-making as a member of the Executive Leadership Team, supporting the long-term sustainability, performance and reputation of TAFE Gippsland.
Educational Experience & Learner Success	• Lead the design and continuous improvement of the learner experience across the learner lifecycle, ensuring students can access the right support at the right time to maximise engagement, wellbeing, retention, completion and success. • Foster strong collaboration between educators and specialist support teams to enable early intervention, coordinated learner support, improved wellbeing and shared accountability for student success. • Lead a learner-centred culture that prioritises educational quality, student success and positive learner outcomes across all educational and student support functions. • Develop and implement educational excellence strategies that drive achievement of key performance indicators related to educational quality, student satisfaction, employer satisfaction, progression, retention, completion and graduate outcomes. • Ensure high-quality, accessible and innovative vocational education and training programs and student success services are designed and delivered to meet the current and emerging needs of learners, industry, community and government. • Establish and maintain effective systems, processes and frameworks that support continuous improvement in teaching, learning, assessment and student support practices. • Monitor educational performance and drive evidence-based improvement initiatives to enhance the student experience and achieve organisational, regulatory and strategic objectives. • Expand participation and improve outcomes for priority and underrepresented learner cohorts through inclusive, accessible and responsive education and support models. • Foster a culture of educational excellence, innovation and professional practice that enhances educator capability, student engagement and organisational performance.
Business Growth & Commercial Focus	• Lead the identification and development of growth opportunities that align with industry workforce needs, community expectations and TAFE Gippsland's strategic priorities in collaboration with the Director Partnerships and Engagement. • Build and maintain strategic partnerships with industry, government, community and educational stakeholders to strengthen educational outcomes, enhance market presence and support organisational growth. • Drive a commercially informed approach to educational planning and decision-making, ensuring programs, products and services remain contemporary, responsive to market demand and contribute to the long-term sustainability of TAFE Gippsland.
Operational Leadership	• Lead the effective operations of the Educational Experience portfolio, ensuring resources, workforce capability and organisational assets are aligned to strategic priorities and deliver high-quality learner, stakeholder and business outcomes. • Provide oversight of portfolio performance, financial management and resource allocation to ensure the efficient, effective and sustainable delivery of educational programs and student success services. • Ensure compliance with all regulatory, registration, contractual, financial and legislative requirements, maintaining TAFE Gippsland's reputation and supporting organisational sustainability. • In partnership with the Director Strategy, Quality and Learning, ensure systems, processes and governance frameworks are compliant, documented, evidence-based and responsive to organisational, learner, industry and regulatory requirements.

People Leadership	• Lead and develop a high-performing leadership team across the Educational Experience portfolio, fostering a culture of accountability, collaboration, innovation and continuous improvement. • Create and maintain a safe, inclusive and respectful workplace that reflects TAFE Gippsland's values, leadership behaviours and supports employee wellbeing, engagement and high performance. • Build organisational capability through effective workforce planning, succession planning, coaching, mentoring and leadership development to meet current and future educational needs. • Foster a culture of professional practice and lifelong learning, ensuring employees maintain industry and professional currency and regulatory compliance. • Promote open communication, employee engagement and consultation, ensuring feedback is valued and used to inform decision-making, continuous improvement and organisational effectiveness.
Continuous Improvement	• Lead a culture of continuous improvement and innovation across the Educational Experience portfolio, ensuring programs, services and support models remain contemporary, responsive to industry needs, commercially sustainable and aligned to learner outcomes. • Drive the adoption of evidence-based practice, emerging technologies and innovative teaching, learning and student success approaches that enhance educational quality, accessibility, engagement and employability outcomes. • Use data, research, stakeholder feedback and industry intelligence to inform program development, service design and strategic decision-making across the portfolio. • Champion TAFE Gippsland's quality assurance and continuous improvement framework, delivering measurable improvements in educational performance, learner success, stakeholder satisfaction and organisational effectiveness. • Foster a culture that values innovation, professional practice and excellence by recognising, supporting and developing employees to continuously enhance teaching, learning and student support outcomes.
Collaboration & Partnership	• Build and sustain strategic relationships with industry, government, community, schools and specialist support partners to strengthen learner outcomes, workforce development and organisational performance. • Foster a collaborative and responsive approach to stakeholder engagement, ensuring the needs of learners, industry, government and key partners inform educational planning, program design and service delivery. • Develop and maintain enduring partnerships that enhance educational quality, expand pathways, improve student engagement and success, and strengthen TAFE Gippsland's reputation as a trusted vocational education provider. • Work collaboratively with external agencies, employers and community service providers to design, deliver and continuously improve solutions that create measurable outcomes for learners, industry and the communities we serve.

Required Experience, Knowledge & Skills

Education & Experience	• Tertiary qualifications in a Management, Business or related discipline with post-graduate qualifications supplemented with ongoing professional development highly desirable. • Successful leadership experience in an executive position in a large and dynamic NFP, Education, Statutory Authority or Commercial organisation. • Demonstrated experience-delivering communications in a proactive, professional, consistent and effective manner. • Highly developed conceptual and analytical skills, including the ability to identify emerging issues, trends, risks and impacts and the expertise to resolve complex program and service delivery issues. • A thorough understanding and demonstration of effective governance practises that has enabled recent employers to meet their legislative and regulatory requirements.
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- Extensive knowledge and understanding of the Victorian vocational education and training sector, including the Victorian TAFE Network, government policy, funding and regulatory frameworks.
- Strong evidence of existing local community networks in the education sector and links with industry.
- Experience and understanding of the nature and needs of Gippsland communities and industry and Gippsland's changing economies.
- Demonstrated advanced negotiation and influencing skills. The ability to create consensus, resolve disputes and broker agreement to proposals and ideas.

Essential Behavioural Competencies

Delivers Results

- Sets clear goals and measures outcomes for self and others which are aligned to improve strategic outcomes
- Always establishes a clear purpose, ensuring focus is on the right thing at the right time and that adequate resourcing is available to achieve desired outcomes
- Takes people on the journey when complex decisions need to be made by communicating desired outcomes, working through risks and identifying and removing roadblocks
- Considers and balances business priorities using available data including people impacts (e.g. staff wellbeing)

Commercial Insights

- Utilises their understanding of current and emerging trends in the TAFE sector to inform strategic decision making
- Anticipates operational and capital needs, identifying the most appropriate financing & funding strategies
- Commercially minded and uses all available information and insights to make decisions, factoring in risk and mitigation strategies
- Identifies opportunities for business growth and partnerships aligned with Institute strategy

Change Leadership

- Plans and prepares for long-term organisational change, with a focus on the wider political, social and environmental context
- Articulates the purpose and benefits of change for the Institute, providing coaching and leadership in times of uncertainty and transition
- Considers organisational capacity and readiness for change initiatives; anticipates, plans for and addresses barriers to change
- Is an advocate for change and identifies champions of change within the organisation to engage others with change initiatives

Communicate and Collaborate

- Seeks out and facilitates opportunities to engage and collaborate with stakeholders, including commercial and community partners
- Promotes the Institutes position with authority and credibility across external industry and stakeholder organisations
- Achieves effective solutions when dealing with ambiguous or conflicting positions
- Identifies key messages and information required for decision-making
- Articulates complex concepts and puts forward compelling points of view to all levels and audiences
- Anticipates and addresses key areas of interest for an audience and adapts style under pressure

Innovation and Continuous Improvement

- Drives a culture that fosters innovation and continuous improvement where quality practices are embedded in the service and solution delivery process
- Establishes metrics that evaluate quality and innovation
- Models and encourages a culture of continuous learning, adopting new and different approaches, ways of working and solutions that will deliver outcomes beyond student or stakeholder expectations
- Establishes processes to encourage and establish ideation at all levels within the Institute

Leads and Develops People	• Builds trust and confidence to inspire others to connect with the organisational vision, strategy and operational plan • Implements effective approaches to identify and develop talent across the organisation enabling effective succession management • Models leadership aligned to our Values, coaches others to develop their leadership capability • Celebrates success and high performance • Sets clear boundaries and freedoms for the organisation in risk taking • Champions people engagement as an organisational priority, engaging in activities to maintain/build morale
Self-Awareness	• Has the courage to ask for feedback from others • Is able to assess personal strengths and development needs using feedback from other team members and take appropriate action • Creates a climate which encourages and supports openness, persistence and genuine debate around critical issues • Leads by example when managing own resilience and wellbeing, taking action and seeking support where necessary to avoid mental burnout

Key Functional Relationships

Internal	• CEO & Board • Executive Leadership Team • Heads of Departments • Head of Student Services and Success • Executive Support Assistant • Program Managers • Educators and Teaching Teams • Student Services Team • Leadership Teams • Other Service Delivery Teams such as Finance, People & Culture, Curriculum, and Assets & Infrastructure
External	• Gippsland Community & Industry Organisations • Department of Education officials including OTCD • State and Federal Government Department officials • Industry • Employers

Mandatory Requirements

- Current Drivers Licence
- A valid Working with Children Clearance (WWC) Assessment Notice and/or WWC Card
- Current (less than 12 months on commencement and renewable every 5 years) satisfactory National Police Check

Key Selection Criteria

1. Demonstrated executive leadership experience leading large and complex educational, training or service delivery portfolios, with a proven ability to develop and execute strategic initiatives that improve learner experience, learner outcomes, organisational performance and educational excellence.
2. Exceptional stakeholder engagement and partnership skills, with a demonstrated ability to build trusted relationships, influence outcomes and collaborate effectively with industry, government, community, educational partners and internal stakeholders.
3. Proven ability to lead organisational change, continuous improvement and innovation, including the successful implementation of initiatives that enhance educational quality, student success, organisational effectiveness and workforce capability.

4. Highly developed strategic, conceptual and analytical skills, including the ability to identify emerging trends, opportunities and risks, translate complex information into actionable strategies, and support evidence-based decision making.
5. Strong commercial and financial acumen, with demonstrated experience achieving sustainable growth, managing significant budgets and resources, and balancing educational outcomes with commercial and organisational objectives.
6. Exceptional communication, consultation and influencing skills, including the ability to prepare high-level reports, business cases and strategic documents, and communicate effectively with diverse stakeholder groups.
7. Demonstrated ability to lead and develop high-performing teams, fostering a culture of accountability, collaboration, inclusion, continuous improvement and learner-centred practice.
8. Demonstrated ability to exercise sound judgement, strategic thinking and resilience, while providing calm, consistent and effective leadership in complex and changing environments. Able to navigate ambiguity, manage competing priorities and support others through change with confidence, empathy and professionalism.
9. Strong knowledge of the vocational education and training sector, including industry, government and regulatory environments, and an understanding of the economic, workforce and community needs of the Gippsland region.

Version Control and Sign off

Effective Date: 5 October 2026

Prepared by: Director Educational Experience

Approved by: Chief Executive Officer

Employee sign off:

Date: