Role Description
Strategy Analyst

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Systems Group
Position Description no	10333-01
Classification/Grade/Band	TAFE Worker Level 9
Senior executive work level standards	Not Applicable
ANZSCO Code	261111
PCAT Code	1226867
Date of Approval	August 2020
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

This position is responsible for supporting the enhancement and integration of TAFE NSW's Systems Group planning documentation and business unit roadmaps, including engagement planning, workshop facilitation and coordination, and progress status reporting to ensure alignment with the business strategy and industry trends.

Key accountabilities

1. Maintain and update the Systems Group roadmap schedule by managing all information used by the teams both online, and in relevant data and document repositories, to contribute to aligning priorities with the Systems Group strategic initiatives and whole of government Systems Group mandated priorities.
2. Engage with Systems Group and across the business to conduct horizon and environment scanning, in order to support the development of Systems Group strategy, ensuring alignment with architecture and Regional Business Group, Educational Training Group and Corporate strategies.
3. Provide support in drafting presentations, managing the collaborative editing process, developing quality management procedures and facilitation of final approvals to strategy planning teams and Systems Group leaders in their development of strategic plans, technology and capability roadmaps.
4. Support the annual strategic planning process and facilitate business area road-map development and endorsement by appropriate governance forums.
5. Facilitate the day-to-day research service requests and perform ongoing marketing and communications activities to maximise the value received from paid and unpaid advisory sources.
6. Conduct research into Federal and NSW Government legislative policy and organisational guidelines and procedures to inform the development of Systems Group position papers and recommendations to formal governance forums and ensure compliance with whole of government priorities.
7. Promote and advocate the adoption of fit for purpose practices and methodologies in both internal and external activities and projects – including maintaining, commenting, and updating status of tasks and activities on community work boards.
8. Review, analyse and provide input for continual improvement into Systems Group strategies and systems to provide recommendations on the alignment, risk, financial value and contribution to organisational priorities.
9. Maintain and update processes online, in consultation with the team, including development of support materials or analysis tools such as templates, checklists, and other artefacts or references to assist the team and other key stakeholders.
10. Conduct post-engagement or project reviews with participants to identify how improved delivery results or contribute to increased efficiency in the strategic planning and/or architecture processes.
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

- The complexity of the application landscape across TAFE NSW, the range of stakeholders across TAFE NSW that must be engaged in developing and approving the Domain Target and Solution Architectures.
- Working in an ambiguous environment where change is consistent, valued and encouraged.
- The limited timeframes that TAFE NSW's Transition and Business Service capability needs to be established.
- Maintaining currency with industry best practice to ensure Systems Group solutions are fit for purpose, identifying opportunities to create value and resolve complex issues across a diverse client base and understanding the fundamental drivers of the business and challenge conventional thinking.

Key relationships

Internal

Who	Why
Line Manager	• Receive leadership, direction and advice.
Process Excellence Lead	• Support team members and work collaboratively to contribute to achieving the team's business outcomes. • Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice.
Head of Systems Group	• Support team members and work collaboratively to contribute to achieving the team's business outcomes. • Participate in meetings and discussions to share information and provide input and feedback.
Other TAFE NSW Systems Group Leaders	• Support team members and work collaboratively to contribute to achieving the team's business outcomes. • Represent work group perspective and share information.
TAFE NSW Managers and Staff	• Resolve issues and provide solutions to problems, provide strategic advice for business improvement, provides information regarding TAFE NSW sector wide rules and standards.

External

Who	Why
NSW Government Stakeholders	• Collaborate, contribute, and seek advice for recommended enterprise standards, alignment with NSW government shared architecture principles and related guidelines.
Contractors and Vendors	• Develop and maintain effective working relationships and open channels of communication.

Role dimensions

Decision making

- Makes decisions on complex and sensitive issues that are based on professional judgement, evaluating risks and in the context of a complex and changing environment.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

Reporting line

Strategy Lead

Direct reports

Nil

Budget/Expenditure

TBA

Essential requirements

1. Degree in relevant discipline or equivalent skills, knowledge and experience.
2. Understanding of business architecture principles and methods and experience in the use of capability models and developing roadmaps.
3. Demonstrated understanding and experience across the Systems Group project management lifecycle, design thinking concepts and agile methodologies, roadmap development and resource estimating.

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	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Represent the organisation in an honest, ethical and professional way • Support a culture of integrity and professionalism • Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct • Recognise and report misconduct and illegal and inappropriate behaviour • Report and manage apparent conflicts of interest and encourage others to do so	Intermediate
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	Adept

NSW GOVERNMENT

	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
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced

	Technology Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements	Adept

Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
SFIA	**Strategy and Architecture,** Technical Strategy and Planning, Emerging Technology Monitoring	Supports monitoring of the external environment and assessment of emerging technologies to evaluate the potential impacts, threats and opportunities to the organisation. Contributes to the creation of reports, technology road mapping and the sharing of knowledge and insights.	Level 4 – EMRG
	Strategy and Architecture, Advice and Guidance, Consultancy	Takes responsibility for understanding client requirements, collecting data, delivering analysis and problem resolution. Identifies, evaluates and recommends options, implementing if required. Collaborates with, and facilitates stakeholder groups, as part of formal or informal consultancy agreements. Seeks to fully address client needs, enhancing the capabilities and effectiveness of client personnel, by ensuring that proposed solutions are properly understood and appropriately exploited.	Level 5 - CNSL

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	Intermediate
Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate

	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Adept

Occupational Specific Complimentary Capabilities

Capability group/sets	Category, Sub-Category and Skills	Level
IIIII SFIA	**Strategy and Architecture**, Technical Strategy and Planning, Emerging Technology & Monitoring	**Level 4 – EMRG**
	Strategy and Architecture, Advice and Guidance, Consultancy	**Level 5 - CNSL**