

SENIOR ANALYST – STRATEGY AND FRAMEWORKS

BRANCH/UNIT	Market Group/Strategy and Research		
TEAM	Strategy and Analysis		
LOCATION	Ultimo		
CLASSIFICATION/GRADE/BAND	TM2		
POSITION NO.	81149602		
ANZSCO CODE	224412	PCAT CODE	1229192
TAFE Website	www.tafensw.edu.au		

1. ORGANISATIONAL ENVIRONMENT

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.

2. POSITION PURPOSE

The Senior Analyst – Strategy and Frameworks is responsible for identifying, designing and maintaining strategic frameworks that foster customer-focused, consistent and transparent approaches to organisational-wide matters and that inform innovative approaches focused on embedding the TAFE operating model principles within organisational

practices. This role is also responsible for supporting the development of strategic business plans to position TAFE NSW as a sustainable and contemporary entity.

3. KEY ACCOUNTABILITIES

1. Support the design of strategic frameworks to facilitate consistent approaches to organisation-wide improvement matters and business growth and innovation.
2. Provide expert advice on areas that require strategic frameworks to ensure greater collaboration and synergy across TAFE in growing the business and maximizing growth.
3. Undertake comprehensive research and analysis of the changing business environment and government priorities and determine implications for the TAFE NSW vision to support the development of strategic and business plans for the organisation.
4. Provide high quality strategic analysis and advice based on strategic frameworks to foster evidence based decision-making processes and ensure TAFE approaches to strategic matters are consistent and transparent.
5. Scan and evaluate developments in the political and business environment to identify and analyse possible impacts on existing strategic frameworks.
6. Produce reports and analysis based on complex qualitative and quantitative sources that inform the development of strategic frameworks, business opportunities and future growth.
7. Support the evaluation of strategic frameworks to ensure their implementation across the organisation.
8. Recommend strategies to manage any potential gaps in implementing the strategic frameworks and provide well-articulated analysis and advice to address identified gaps.
9. Build and maintain professional relationships with key stakeholders to influence decision-making pertaining to the strategic frameworks and its application.
10. Demonstrate a genuine commitment to safety excellence and safety leadership. This includes setting health and safety expectations, results and behaviours with direct reports, providing a safe workplace and ways of working, and promoting and complying with safety systems and procedures.
11. Place the customer at the centre of all decision making.
12. Manage and develop a high performance team, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.
13. Collaborate with staff to ensure the development and regular review of meaningful individual performance management and development plans that are clearly aligned to strategic objectives and focused to develop the individual.

4. KEY CHALLENGES

- Delivering evidence based analysis and strategic planning advice that takes account of diverse stakeholder considerations in a dynamic, volatile and politically sensitive market.
- Providing high quality strategic advice and predictive analysis despite limited data availability and uncertain market variables.
- Maintaining integrity of complex and often confidential strategic directions and positioning related decisions while ensuring alignment of strategic goals to operational strategies.
- Building and maintaining relationships with key stakeholders that are critical to the strategic positioning of the organisation.

5. KEY RELATIONSHIPS

WHO	WHY
Internal	
Head of Strategy and Research	<ul style="list-style-type: none"> Receive leadership, direction and advice.
Direct Reports	<ul style="list-style-type: none"> Provide leadership, direction and advice
Executive Leadership Team Senior Management Team (all General Managers)	<ul style="list-style-type: none"> Translate and communicate information relating to Strategic Initiatives that impact on TAFE NSW.
FOCUS Team Leaders and TAFE Board	<ul style="list-style-type: none"> Translate and communicate information relating to Strategic Initiatives that impact on TAFE NSW. Provide expert advice on strategy and policy issues.
Corporate/Delivery Groups across TAFE NSW	<ul style="list-style-type: none"> Liaise on business specific information and issues. Provide expert advice and consultancy on a range of policy issues and strategies. Translate and communicate information relating to Strategic Initiatives that impact on TAFE NSW and its business units.
Team Leaders in Corporate/Delivery Groups across TAFE NSW	<ul style="list-style-type: none"> Sharing of resources and exchange of information in the implementation of the strategic frameworks.
External	
Stakeholders –government officials, Peak Industry/Advisory Bodies, Research/Academic Institutions and Business Consultants	<ul style="list-style-type: none"> Participate in forums and groups that encompass TAFE NSW strategic frameworks and gather and share information that provides strategic advice in terms of initiatives and direction.

6. POSITION DIMENSIONS

Reporting Line: Head of Strategy and Research

Direct Reports: Nil

Indirect Reports: Nil

Financial delegation: TBA

Budget/Expenditure: TBA

Decision Making:

- Make decisions on complex and sensitive issues through the detailed analysis of alternative courses of action and their implications on achieving organisational objectives and strategies.

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- Manage functional expenditure and resourcing within relevant policy and delegation frameworks.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

7. ESSENTIAL REQUIREMENTS

- Degree qualification in a relevant discipline or demonstrated equivalent industry experience relevant to the role.
- Demonstrated expertise in undertaking research and analysing data using multiple sources and drawing meaningful insights to support planning directions and design strategic frameworks.
- Sound knowledge and experience in applying strategic and financial concepts, business imperatives and customer dynamics.
- Ability to address and meet focus capabilities as stated in the Position Description.






8. CAPABILITIES

NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the [NSW Public Sector Capability Framework](#). The capabilities **in bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational > Intermediate > Adept > Advanced > Highly Advanced

CAPABILITY GROUP	NAME	LEVEL
 Personal Attributes	Display Resilience & Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity and Inclusion	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	Plan And Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Intermediate
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

FOCUS CAPABILITIES

The focus capabilities for the Senior Analyst – Strategy and Frameworks 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 position's key accountabilities.

NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change. Give frank and honest feedback and advice. Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately. Raise and work through challenging issues and seek alternatives. Remain composed and calm under pressure and in challenging situations.
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats.
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • 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 and differences. • 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. • Anticipate and minimise conflict within the organisation and with external stakeholders.
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • 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.
Results Demonstrate Accountability	Adept	<ul style="list-style-type: none"> • Assess work outcomes and identify and share learnings to inform future actions. • Ensure that own actions and those of others are focused on achieving organisational outcomes. • Exercise delegations responsibly. • Understand and apply high standards of financial probity with public monies and other resources. • Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety. • Conduct and report on quality control audits. • Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks.
Business Enablers Technology	Adept	<ul style="list-style-type: none"> • Identify opportunities to use a broad range of technologies to collaborate. • Monitor compliance with cyber security and the use of technology policies.

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> 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.
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Understand all components of the project management process, including the need to consider change management to realise business benefits. Prepare clear project proposals and accurate estimates of required costs and resources. Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements. Identify and evaluate risks associated with the project and develop mitigation strategies. Identify and consult stakeholders to inform the project strategy. Communicate the project's objectives and its expected benefits. Monitor the completion of project milestones against goals and take necessary action. Evaluate progress and identify improvements to inform future projects.
People Management Manage and Develop People	Intermediate	<ul style="list-style-type: none"> Collaborate to set clear performance standards and deadlines in line with established performance development frameworks. Look for ways to develop team capability and recognise and develop individual potential. Be constructive and build on strengths by giving timely and actionable feedback. Identify and act on opportunities to provide coaching and mentoring. Recognise performance issues that need to be addressed and work towards resolving issues. Effectively support and manage team members who are working flexibly and in various locations. Create a safe environment where team members' diverse backgrounds and cultures are considered and respected. Consider feedback on own management style and reflect on potential areas to improve.