

CHIEF CORPORATE SERVICES OFFICER

BRANCH/UNIT	Shared Services Group
TEAM	TBA
LOCATION	TBA
CLASSIFICATION/GRADE/BAND	PSSE Band 3
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 Chief Corporate Services Officer is responsible for providing executive leadership and strategic direction for the Shared Services group. This group enables the achievement of TAFE NSW's vision and objectives by providing high-quality and cost-effective transactional and support services and advice across a portfolio of functions. These functions include finance, procurement, infrastructure (including facilities), governance, legal and risk management.

3. KEY ACCOUNTABILITIES

1. Lead the Shared Services group in the achievement of its group objectives, including the provision of high-quality and cost-effective transactional and support services and advice regarding: effective financial management, planning, reporting and decision making; procurement; organisation-wide governance; legal, audit and risk management; and the management of TAFE NSW's facilities and its significant property portfolio.
2. Lead the effective management of TAFE NSW's Shared Services resources across the state. This includes the development and implementation of effective strategies, operating models, structures, processes and systems that are underpinned by clear accountabilities, performance measures and service levels; are innovative; effectively leverage TAFE NSW's scale and links with government; demonstrate continuous improvement regarding quality, cost and compliance; and respond to the changing needs of TAFE NSW, its customers and the NSW Government.
3. Oversee the implementation and continuous improvement of TAFE NSW's budgeting and expenditure review practices; ensure these practices are supported by effective financial support services and advice for financial decision makers across TAFE NSW, and enable the deployment of financial resources consistent with the TAFE NSW strategy and objectives.
4. Oversee the management and development of TAFE NSW's state-wide facilities and physical assets to enable delivery of high-quality services for TAFE NSW customers; ensure they are developed in step with changes to TAFE NSW's service delivery models; provide a high-quality work environment for TAFE NSW employees; and to maximise the value these facilities and physical assets provide for TAFE NSW, the community, the economy and the NSW Government.
5. Oversee the development, implementation and ongoing review of TAFE NSW's governance frameworks, policies, processes and standards to ensure the integrity and compliance of TAFE NSW's education (RTO) and business operations.
6. Oversee the implementation and continuous improvement of TAFE NSW's risk management framework, policies, processes and systems, and ensure they effectively identify and mitigate TAFE NSW's regulatory, market, competitor and operational risks.
7. Work closely with the Managing Director, TAFE NSW Board and other senior stakeholders as a key participant in critical planning and decision making processes which underpin TAFE NSW's, vision, strategy and objectives, and as required provide authoritative advice regarding key elements of the Shared Services portfolio .
8. Build and lead a capable and engaged team, that is aligned with TAFE NSW's values, committed to providing high-quality and cost-effective services, support and advice to its internal and external customers, seeks out innovative service solutions; adapts well to change, and operates with flexibility and agility.
9. Actively engage with major stakeholders and advocate on behalf of TAFE NSW and the NSW Government's VET objectives
10. Lead the development of a safe, healthy, diverse and inclusive work environment.

4. KEY CHALLENGES

- Establishing an integrated Shared Services function that delivers high-quality transactional and support services and advice, delivered at scale and with a focus on innovation, continuous improvement, efficiency and delivering demonstrable strategic value.
- Managing the interests, expectations and sometimes conflicting priorities of a wide range of industry, community and political stakeholders.

5. KEY RELATIONSHIPS

WHO	WHY
Internal	
Managing Director	<ul style="list-style-type: none"> Receive guidance, advice and direction. Provide authoritative advice and recommendations on significant strategic and operational matters, including regarding TAFE NSW's finances. Update the Managing Director on group and organisational performance, and ensure they are sufficiently informed on internal matters and externalities impacting performance.
Other TAFE NSW Chief Officers	<ul style="list-style-type: none"> Work closely with all other Chief Officers members to ensure a cohesive and effective cross-functional leadership team, with clear accountabilities and shared understanding of TAFE NSW's performance objectives. Provide authoritative advice and recommendations on significant strategic and operational matters, including TAFE NSW's current and future financial position.
Senior leaders across TAFE NSW's key functions	<ul style="list-style-type: none"> Ensure the Shared Services group effectively collaborates with all other TAFE NSW functions and that its service solutions are comprehensively integrated across the organisation.
The Shared Services group leadership	<ul style="list-style-type: none"> Provide leadership, direction and advice. Coach, mentor, and manage performance and capability development.
The wider Shared Services group	<ul style="list-style-type: none"> Inspire and best enable TAFE NSW employees within the Shared Services group to achieve the TAFE NSW vision and objectives. Build a group culture aligned to the TAFE NSW values and with a strong sense of accountability and innovation. Lead continuous improvement of processes and systems and direct change programs across the group. Provide a safe, healthy, diverse, inclusive and engaging work environment, with appropriate focus on managing employee wellbeing.
TAFE NSW Board	<ul style="list-style-type: none"> Provide authoritative advice, recommendations and updates on significant strategic and operational matters.
External	
Minister and Minister's Office	<ul style="list-style-type: none"> Provide authoritative advice and recommendations on significant strategic and operational matters.
State and federal government agencies and stakeholders	<ul style="list-style-type: none"> Promote TAFE NSW and the VET sector more broadly, including its critical role in delivering a range of important social, regional and economic benefits. Actively engage and collaborate with agencies in the development and delivery of cross-agency solutions that maximise the role of TAFE NSW.

	<ul style="list-style-type: none"> Engage stakeholders across the sector to discuss best practice, innovation and cross-sector collaboration to enhance the effectiveness, efficiency and quality of TAFE NSW shared services.
NSW Treasury	<ul style="list-style-type: none"> Endorse and advise on reports information and data provided by TAFE NSW.
Major service providers	<ul style="list-style-type: none"> Establish and develop partnerships with major service providers and other third-parties engaged to enhance the effectiveness, efficiency and quality of TAFE NSW shared services.
Key industry and community stakeholders	<ul style="list-style-type: none"> Build partnerships with key stakeholders to ensure TAFE NSW is best positioned to meet the present and future requirements of its customers, government, industry, regulators and the community. Respond to and provide advice on contentious VET services and funding issues. Manage complex negotiations with diverse stakeholder groups.

6. POSITION DIMENSIONS

Reporting Line: Managing Director

Direct Reports: 5

Indirect Reports: ~500

Decision Making:

- Oversees and is accountable for the work of the Shared Services group, including for strategic planning and the performance of the organisation-wide Finance, Infrastructure and Governance functions..
- This role provides advice and recommendations regarding the allocation of finances and the management of physical assets across TAFE NSW, including regarding TAFE NSW's significant property portfolio and related investments and divestments.
- The position provides advice that shapes TAFE NSW's and the NSW Government's VET policy and objectives, and makes a significant contribution to shaping how TAFE NSW achieves these objectives.
- Advice to NSW Government and other key stakeholders may regard sensitive and contentious budgetary matters.
- Within consideration is the current and future state of the VET sector and the education sector more broadly, and the impact of regulatory, industrial relations, political, market and economic factors on TAFE NSW, its customers and other key stakeholders.

7. ESSENTIAL REQUIREMENTS

- Extensive experience in leading a large and dispersed team in delivering outstanding services and outcomes for internal and external customers.
- Extensive experience in driving continuous improvement and change at scale.

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	Highly Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Highly Advanced
	Plan And Prioritise	Highly Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Highly Advanced
 Business Enablers	Finance	Highly Advanced
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Business Outcomes	Highly Advanced
	Manage Reform and Change	Highly Advanced

FOCUS CAPABILITIES

The focus capabilities for the Chief Corporate Services Officer 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 Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> Champion and act as an advocate for the highest standards of ethical and professional behaviour. Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government. Define, communicate and evaluate ethical practices, standards and systems and reinforce their use. Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports.
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences. Speak in a highly articulate and influential manner. State the facts and explain their implications for the organisation and key stakeholders. Promote the organisation's position with authority and credibility cross-government, cross jurisdictionally and outside of government. Actively listen, and identify ways to ensure all have an opportunity to contribute. Anticipate and address key areas of interest for the audience and adapt style under pressure.
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes. Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice. Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes. Set overall performance standards for service delivery across the organisation and monitor compliance.
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy. Use sound arguments, strong evidence, and expert opinion to influence outcomes. Determine and communicate the organisation's position and bargaining strategy. Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions. Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders. Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Plan and Prioritise	Highly Advanced	<ul style="list-style-type: none"> Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff. Understand the organisation's current and potential future role within government and the community, and plan appropriately. Ensure effective governance frameworks and guidance enable high quality strategic corporate, business and operational planning. Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes. Drive initiatives in an environment of ongoing, widespread change, including whole-of-government policy directions.
Business Enablers Finance	Highly Advanced	<ul style="list-style-type: none"> Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation. Define organisational directions and set priorities and business plans with reference to key financial indicators. Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services. Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals. Establish effective governance to ensure the ethical and honest use of financial resources across the organisation. Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation.
People Management Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none"> 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.
People Management Manage Reform and Change	Highly Advanced	<ul style="list-style-type: none"> Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies. Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context. Create an organisational culture that actively seeks opportunities to improve. Anticipate, plan for and address cultural barriers to change at the organisational level.