

CHIEF TRANSFORMATION OFFICER

BRANCH/UNIT	Transformation Group
LOCATION	TBA
CLASSIFICATION/GRADE/BAND	PSSE Band 2
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 Transformation Officer oversees the development and monitors execution of TAFE NSW-wide major transformation programs. The Chief Transformation Officer plays a key role in ensuring TAFE NSW achieves its vision and objectives through effective reform, and that the organisation is positioned to meet the current and future demands of its customers, industry, the community and other key stakeholders.

3. KEY ACCOUNTABILITIES

1. Lead the development and monitor the execution of all major TAFE NSW transformation programs, to ensure these programs best position TAFE NSW to meet its current and future customer needs; achieve its financial and commercial objectives, and transitions to One TAFE in a way that maximises the benefits for all stakeholders.
2. Lead the Transformation group in its role as a central point of coordination for TAFE NSW's major transformation programs, including coordinating program planning, sequencing, and cross-functional integration and resourcing; critically assessing execution and proactively mitigating and managing any program delivery risks.
3. Lead the continual assessment of workforce resourcing, capability and readiness to effectively implement change, and design, direct and sequence transformation programs according to these assessments, in balance with the needs of other stakeholders.
4. Build TAFE NSW's transformation performance framework to: track, report and analyse program progress and performance; help ensure achievement of the targeted outcomes; drive accountability for on-time, on-budget delivery; and identify any program delivery risks or other adverse trends.
5. On behalf of the Managing Director, make key decisions regarding program scope, planning, budget and resources – and escalate those decisions as required to the Managing Director for approval.
6. Provide updates and authoritative advice to the Managing Director, TAFE NSW Board, Minister's Office and other key stakeholders, including regarding transformation progress and performance, risk assessments, benefits realisation and business readiness.
7. Establish and build a capable and engaged Transformation group – including structure, roles and talent that is aligned with TAFE NSW's values, is committed to achieving TAFE NSW's transformation objectives, and operates with agility and flexibility.
8. Lead the Transformation group (including PMO and Enterprise Performance Excellence) in the setting and achievement of its group objectives, and establish the frameworks and measures to be used for evaluating and communicating the group's performance.
9. Ensure appropriate cross-TAFE NSW transparency and understanding of transformation programs and proactively contribute to BAU functional strategy and operational planning to ensure alignment and integration between transformation and BAU activities.
10. Ensure transformation programs are undertaken according to TAFE NSW methodologies and governance and quality standards, and continue to develop and improve these methodologies and standards as required.
11. Ensure effective stakeholder engagement during all phases of program planning and execution, as well as the provision of timely, engaging and informative communications to both internal and external stakeholders.
12. Lead the development of a safe, healthy, diverse and inclusive work environment.

4. KEY CHALLENGES

- Achieving on-time, on-budget benefits realisation in the face of complex organisational, political, industrial relations and market challenges.
- Realising the targeted program benefits whilst minimising any negative impact on TAFE NSW's service continuity and standards.
- Managing the interests, expectations and sometimes conflicting priorities of a wide range of stakeholders, including internal stakeholders (TAFE NSW leadership and employees impacted by change) and external stakeholders (customers, industry, the community and industrial relations and political stakeholders).
- As a senior leader, articulating a clear and compelling vision for TAFE NSW, to revitalise the workforce's appetite for change and to help fully realise the benefits of modernisation.

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. Update the Managing Director on group performance, and ensure they are sufficiently informed on internal matters and externalities impacting the group and TAFE NSW more broadly.
Other TAFE NSW Chief Officers	<ul style="list-style-type: none"> Work closely with all other Chief Officers to ensure a cohesive and effective cross-functional leadership team, with clear accountabilities and shared understanding of TAFE NSW's transformation objectives. Provide authoritative advice and recommendations on significant strategic and operational matters, and ensuring alignment and integration with transformation and functional BAU activities. Provide updates on transformation progress and performance, and ensure TAFE NSW's leadership are sufficiently informed on internal matters and externalities impacting their respective groups and TAFE NSW more broadly.
Head of Corporate Communications	<ul style="list-style-type: none"> Work closely with the Head of Corporate Communications to ensure timely, engaging and informative communications regarding transformation programs.
TAFE NSW senior leaders, Program Directors and subject matter experts	<ul style="list-style-type: none"> Building collaborative and productive relationships. Providing advice and support, influencing outcomes and driving accountability and ownership for program delivery.
Direct reports	<ul style="list-style-type: none"> Provide leadership, direction and advice. Coach, mentor, and manage performance and capability development.
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, recommendations and updates on significant strategic and operational matters.
State and federal government agencies	<ul style="list-style-type: none"> Establish and manage effective relationships and strategic partnerships.
Unions	<ul style="list-style-type: none"> Provide advice on strategic industrial relations matters and engage with unions as required.
Other education institutions, major customers, industry bodies and community representatives	<ul style="list-style-type: none"> Establish and manage effective relationships and strategic partnerships. Manage complex negotiations with stakeholder groups with interests in education and training.

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6. POSITION DIMENSIONS

Reporting Line: Managing Director

Direct Reports: 3

Indirect Reports: ~50

Decision Making:

- Oversees and is accountable for TAFE NSW's major transformation initiatives, including ensuring they are managed effectively and efficiently and realise their targeted benefits.
- This position has a high-level of decision making authority with regard to the development and implementation of transformation programs, and refers to the Managing Director only those decisions that are highly sensitive, contentious or explicitly require their approval.

7. ESSENTIAL REQUIREMENTS

- Extensive experience in successfully driving transformation and continuous improvement programs at scale.
- Extensive experience in effectively engaging and influencing wide stakeholder groups, and operating across the full breadth of an organisation and its functional areas and silos.

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	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	Advanced
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	Highly Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Highly Advanced

FOCUS CAPABILITIES

The focus capabilities for the Chief Transformation 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 Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> • Create a climate which encourages and supports openness, persistence and genuine debate around critical issues. • Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change. • Raise critical issues and make tough decisions. • Respond to significant, complex and novel challenges with a high level of resilience and persistence. • Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations.
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 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.
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation. • Identify, recognise and celebrate success. • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes. • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes. • Initiate and communicate high level priorities for the organisation to achieve government outcomes. • Use own professional knowledge and expertise of others to drive organisational and government objectives forward.

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.
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement. Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues. Identify and evaluate organisation-wide implications when considering proposed solutions to issues. Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact. Ensure effective governance systems are in place to guarantee quality analysis, research and reform.
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> Implement effective governance processes for acceptance of projects based on sound business cases. Use historical, political and broader context to inform project directions and mitigate risk. Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication. Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance. Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals.
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.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">• 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.