

CHIEF PEOPLE AND CULTURE OFFICER

BRANCH/UNIT	Capability Group		
TEAM			
LOCATION	TBA		
CLASSIFICATION/GRADE/BAND	PSSE Band 2		
POSITION NO.	TBA		
ANZSCO CODE	TBA	PCAT CODE	TBA
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 People Officer provides executive leadership and strategic direction for TAFE NSW's People & Culture function. People & Culture enables the achievement of TAFE NSW's vision and objectives by providing efficient, value-add services and advice regarding strategic workforce planning and sourcing, training and development, performance and engagement, organisational culture and values, leadership and succession, work health and safety, workplace relations, payroll and benefits, organisation design and enterprise change.

This is a critical leadership position with a high profile role in TAFE NSW's ongoing transformation, with responsibility for ensuring TAFE NSW is equipped with a workforce that efficiently delivers high quality education and training; is able to continually meet the evolving needs of students, customers and industry; and operates in a safe, healthy, engaging and rewarding work environment.

3. KEY ACCOUNTABILITIES

1. Lead the development and achievement of the TAFE NSW People and Culture group objectives, including those regarding key TAFE NSW workforce outcomes: workforce capability and having an optimal workforce mix; enabling a high quality customer experience; workforce alignment; an engaged, safe and diverse workforce; and providing high quality and efficient employee services.
2. Lead the development and implementation of key strategic frameworks to support the achievement of the TAFE NSW vision and objectives, including those regarding organisation design, workforce training and professional development, workplace relations, enterprise bargaining, enterprise change and TAFE NSW's workforce of the future.
3. Ensure the continuous improvement of People and Culture processes and systems, including the deployment of new methods and technologies that optimise performance of the People and Culture group and TAFE NSW more broadly; drive efficiencies in the delivery of transactional employee services; and enable evidence-based strategic and operational workforce decisions.
4. Build and maintain a capable and high performing TAFE NSW workforce on foundations of excellence and quality, strong financial management, commercial acumen, agility, innovation, and digital transformation.
5. Ensure effective workforce and succession planning, and talent acquisition and development regarding critical roles, including key leadership roles.
6. Build and champion a positive and inclusive organisational culture interwoven with the TAFE NSW values; that is aligned with and supports TAFE NSW's vision and objectives; and celebrates individual and team achievements and TAFE NSW's important contribution to the community and industry.
7. Lead the continued development of a safe and healthy working and learning environment, including by building the workforce's safety capability and sense of accountability, and embedding effective enabling processes and systems.
8. Build a strong employer brand and ensure TAFE NSW provides a high quality employee experience, including through the provision of valued benefits and effective support services; effectively supporting employees to achieve their professional aspirations; providing an engaging and intrinsically rewarding work environment; maintaining a strong focus on health and wellbeing; and regularly seeking and responding to employee feedback.
9. Ensure TAFE NSW's key enterprise change activities align with and support TAFE NSW vision and objectives; utilise effective frameworks and processes; appropriately balance the needs of all key stakeholders through design to implementation; and realise tangible and sustainable benefits.
10. 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 on key People and Culture matters.

4. KEY CHALLENGES

- Ensuring the TAFE NSW workforce has the required capability, capacity and flexibility to continually meet the evolving needs of students, customers and industry, and to maintain its position as a leading VET-provider.
- Building and sustaining a positive organisational culture focused on the customer, quality, efficiency and commerciality.
- Ensuring TAFE NSW provides an engaging and rewarding employee experience.

- Supporting the achievement of the TAFE NSW vision and objectives and driving reform in a complex operating environment containing many organisational, regulatory, political, industrial relations, market and digital challenges.

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 and organisational 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 performance objectives. Provide authoritative advice and recommendations on significant strategic and operational matters.
Senior leaders across TAFE NSW's key functions	<ul style="list-style-type: none"> Ensure the People and Culture group effectively integrates and collaborates with all functions across TAFE NSW.
The People and Culture group leadership	<ul style="list-style-type: none"> Provide leadership, direction and advice. Coach, mentor, and manage performance and capability development.
The wider People and Culture group	<ul style="list-style-type: none"> Inspire and best enable the People and Culture group to achieve the TAFE NSW vision and objectives. Build a group culture aligned to the TAFE NSW values. Lead major continuous improvement and change initiatives across the group. Provide a safe, diverse and inclusive work environment, with a strong focus on employee health and 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"> Engage stakeholders across the sector to discuss best practice, innovation and cross-sector collaboration to enhance the effectiveness, efficiency and quality of TAFE NSW workforce practices. Contribute and share information to progress the aims of Government

Unions	<ul style="list-style-type: none"> Consult and negotiate on significant workplace relations matters, including enterprise bargaining
Key industry and community stakeholders	<ul style="list-style-type: none"> Build partnerships with key industry and community stakeholders. Respond to and provide advice on contentious workforce issues. Manage complex negotiations with diverse stakeholder groups.
Public Service Commission (PSC)	<ul style="list-style-type: none"> Build effective working relationships to seek and share information and gain a deeper understanding of HR trends and issues and government policy direction.

6. POSITION DIMENSIONS

Reporting Line: Managing Director

Direct Reports: 7

Indirect Reports: ~300

Financial Delegation: TBA

Budget/Expenditure: TBA

Decision Making:

- Oversees and is accountable for the work of the People and Culture group, including for strategic planning and operational performance.
- This role provides advice and recommendations regarding the management of TAFE NSW's workforce.
- Advice to NSW Government and other key stakeholders may regard sensitive and contentious workforce issues, including regarding enterprise bargaining.
- 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, technology and economic factors on TAFE NSW, its customers and other key stakeholders.

7. ESSENTIAL REQUIREMENTS

- Appropriate tertiary qualifications in a relevant discipline and/or equivalent knowledge and experience.
- Demonstrated advanced knowledge and expertise in or more of the following areas: workforce strategy and planning, organisational development; organisational effectiveness; enterprise change; industrial relations; and/or work health and safety.
- Demonstrated experience in leading a large team or function in an organisation undergoing significant transformation.
- The ability to address and meet the focus capabilities set out in this 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	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Highly Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Highly Advanced
	Plan And Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Advanced
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly 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 People and Culture 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	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others. Represent the organisation in an honest, ethical and professional way and set an example for others to follow. Ensure that others have a working understanding of the legislation and policy framework within which they operate.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Promote a culture of integrity and professionalism within the organisation and in dealings external to government. Monitor ethical practices, standards and systems and reinforce their use. Act on reported breaches of rules, policies and guidelines.
Personal Attributes		
Value Diversity	Highly Advanced	<ul style="list-style-type: none"> Create and drive a culture where all staff value diversity of people, experiences and backgrounds. Use diversity to foster innovation, drive change across the organisation and leverage business outcomes. Develop and promote integrated workplace diversity principles across the organisation. Champion the business benefits generated by workforce diversity. Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability.
Relationships		
Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding. Translate technical and complex information concisely for diverse audiences. Create opportunities for others to contribute to discussion and debate. Actively listen and encourage others to contribute inputs. Adjust style and approach to optimise outcomes. Write fluently and persuasively in a range of styles and formats.
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.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> • Use own professional knowledge and expertise of others to drive organisational and government objectives forward. • Design and develop systems to establish and measure accountabilities. • Ensure accountabilities are exercised in line with government and business goals. • Exercise due diligence to ensure work health and safety risks are addressed. • Oversee quality assurance practices. • Model the highest standards of financial probity, demonstrating respect for public monies and other resources. • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks. • Incorporate sound risk management principles and strategies into business planning.
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning. • Drive executive capability development and ensure effective succession management practices. • Implement effective approaches to identify and develop talent across the organisation. • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences. • Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout 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 Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> • Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time. • Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives. • Align workforce resources and talent with organisational priorities.
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.