

CHIEF STRATEGY AND COMMERCIAL OFFICER

BRANCH/UNIT	Strategy and Commercial 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 Strategy and Commercial Officer is responsible for TAFE NSW's strategic policy and planning functions, as well as leading TAFE NSW strategic commercial operations including corporate marketing, major accounts and industry partnerships. The Chief Strategy and Commercial Officer leads a whole-of-organisation effort to achieve alignment on strategic priorities in order to sustain business growth and market share across B2C, B2B and B2G markets.

3. KEY ACCOUNTABILITIES

1. Lead the development and implementation of TAFE NSW's strategic planning and reporting framework; oversee all key strategic planning and reporting activities; and ensure that all TAFE NSW functions are strategically aligned.
2. Lead the achievement of TAFE NSW's commercial targets through effective commercial strategy development, corporate marketing, key account management and international business development; including profitably growing TAFE NSW's revenue and market share across its target markets.
3. Position the Market group to collaborate with and support internal stakeholders on strategy and commercial matters, and to influence and shape decisions and outcomes by providing strategic clarity and focus, evidence-based input and a customer and market perspective.
4. Oversee TAFE NSW's research and analysis activities to achieve a deep understanding of government policy, the VET sector, relevant industries serviced by TAFE NSW, and TAFE NSW's competitors, and ensure TAFE NSW utilises this knowledge to drive innovative and transformative thinking and outcomes regarding its products and pricing, delivery practices, customers and markets.
5. Lead TAFE NSW's engagement with external stakeholders across government, industry and the VET sector, to build strong and productive partnerships that guide the continuing development of market leading products and services; optimise job outcomes for learners; provide access to new markets; galvanise support for innovative ideas and products; expand TAFE NSW's access to intellectual property, technology and other education and training resources; and deliver positive commercial outcomes.
6. Build TAFE NSW's brand and reputation and position the organisation as a leading voice and influence in the education sector, by actively engaging major stakeholders and advocating on behalf of TAFE NSW and the NSW Government's VET objectives.
7. Lead the development of a safe, healthy, diverse and inclusive work environment.

4. KEY CHALLENGES

- Ensuring TAFE NSW's commercial capability and success through effective practices both within the group and across TAFE NSW more widely.
- Achieving alignment across strategic priorities across a geographically dispersed organisation, with immature systems and in the midst of a major transformation.
- Managing the interests, expectations and sometimes conflicting priorities of a wide range of industry, workforce, industrial relations, 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. 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 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 Market group effectively integrates and collaborates with all functions across TAFE NSW.
Market group leadership	<ul style="list-style-type: none"> Provide leadership, direction and advice. Coach, mentor, and manage performance and capability development.
The wider Market group	<ul style="list-style-type: none"> Inspire and best enable employees within the Market 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, and a focus on quality and commercial success. 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 advice, updates and recommendations on commercial and strategy matters.
State and Commonwealth government agencies and stakeholders	<ul style="list-style-type: none"> Represent and 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.

Major customers	<ul style="list-style-type: none"> • Build effective relationships and strategic partnerships. • Represent TAFE NSW's interests and negotiate the terms of major commercial contracts.
Industry stakeholders, licensing bodies and major employers	<ul style="list-style-type: none"> • Build effective relationships and strategic partnerships. • Ensure effective industry liaison and position TAFE NSW as a leading VET provider that is responsive to customer and industry needs.
Community representatives, Government and non-Government school sectors, key national committees, student representative organisations, and registered training organisations	<ul style="list-style-type: none"> • Build partnerships with key stakeholders to ensure that TAFE NSW products and services meet the present and future requirements of customers, industry and the community. • Respond to and provide advice on contentious VET services and funding issues. • Manage complex negotiations with stakeholder groups with interests in education and training.

6. POSITION DIMENSIONS

Reporting Line: Managing Director

Direct Reports: 4

Indirect Reports: ~220

Decision Making:

- This position is accountable for ensuring TAFE NSW has effective practices in place regarding strategic planning, execution, reporting and analysis.
- It is also accountable for TAFE NSW's commercial strategy and the achievement of its commercial targets, through effective corporate marketing, key account management and international business development, and through effective collaboration with TAFE NSW's Product and Student Experience functions.
- The position will provide advice and recommendations that shapes TAFE NSW's and the NSW Government's VET policy and objectives, and has a lead role in shaping how TAFE NSW achieves these objectives.
- Within consideration is the current and future state of the VET sector and the education sector more broadly, the education and training needs of diverse industries, and the impact of regulatory, industrial relations, political, market and economic factors on TAFE NSW, its customers and other key stakeholders.

7. ESSENTIAL REQUIREMENTS

1. Extensive experience in successfully driving commercial strategies at scale.
2. A demonstrated ability to identify and contextualise macro and market trends and other key inputs; incorporate these into effective strategy development; and effectively communicate with and influence diverse stakeholders regarding an organisation's strategic direction.

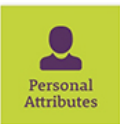




8. CAPABILITIES

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

FOCUS CAPABILITIES

The focus capabilities for the Chief Strategy and Commercial 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
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 Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector. • Publicly celebrate the successful outcomes of collaboration. • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross jurisdictional solutions. • Identify and overcome barriers to collaboration with internal and external stakeholders.
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	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others.

TAFENSW.EDU.AU

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Investigate and create opportunities to enhance the achievement of organisational objectives. Make sure others understand that on-time and on-budget results are required and how overall success is defined. Control output of business unit to ensure government outcomes are achieved within budget. Progress organisational priorities and ensure effective acquisition and use of resources. Seek and apply the expertise of key individuals to achieve organisational outcomes.
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.
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	Highly Advanced	<ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward.

TAFENSW.EDU.AU

NSW Public Sector Capability Framework

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