

## HEAD OF GOVERNANCE AND CORPORATE COMPLIANCE

BRANCH/UNIT	Governance, Legal and Risk		
TEAM	Governance and Corporate Compliance		
LOCATION	Optional		
CLASSIFICATION/GRADE/BAND	TM6		
POSITION NO.	81080774		
ANZSCO CODE	132111	PCAT CODE	TBA
TAFE Website	<a href="http://www.tafensw.edu.au">www.tafensw.edu.au</a>		

### 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 Head of Governance and Corporate Compliance is responsible for formulating and implementing the overall organisational strategy to embed and promote best practice corporate governance across TAFE NSW; and enables the Board and Executive to drive superior business performance and mitigate potential compliance and reputational risks to the organisation.

### 3. KEY ACCOUNTABILITIES

1. Develop the organisation's overall strategic Corporate Compliance Framework, providing leadership and management guidance for its tactical implementation to identify, report on and mitigate emerging and significant compliance issues that may impact the business or present reputational risk to the business; with appropriate solutions for resolution of those matters.
2. Establish and maintain the Governance and Corporate Compliance Unit ensuring the unit is instituted as the organisational reference point for governance and corporate compliance professional practices. Draft and review policies, procedures and processes for effective operation.
3. As the functional head, lead and effectively manage the unit which includes government information access and State records management, corporate compliance and secretariat; ensuring all strategic quality and policy frameworks are adhered to across the organisation.
4. Sponsor a project to successfully implement TAFE NSW's document and records management system and record keeping procedures working collaboratively with relevant IT senior stakeholders.
5. Manage the development, design and documentation of policies and standard operating procedure and reporting templates ensuring consistent application across functional sections.
6. Provide sound and specialist corporate governance and compliance advice to the General Manager, Executive and Board as required to inform strategy development and considered decision making to ensure TAFE NSW operations are compliant to relevant legislative and statutory requirements.
7. Develop and maintain TAFE NSW's intellectual property register to protect the interests of TAFE NSW in a competitive educational sector environment.
8. Manage the delivery of high quality corporate administration duties including overseeing TAFE NSW's statutory reporting, maintaining statutory records and registers and settling minutes of meetings administered by the Secretariat.
9. Lead and maintain effective communication and relationships with relevant regulatory authorities including NSW Ombudsman and Office of the Information and Privacy Commissioner to ensure organisational compliance with changes and amendments to statutory and mandatory reporting requirements.
10. Oversee the timely and accurate preparation of the TAFE NSW annual report, coordinate responses to NSW Audit Office requirements, ensure Treasury Policy for the TAFE NSW Audit & Risk Committee is followed and take a lead role on behalf of the Branch to implement legislative changes.
11. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures.
12. Place the customer at the centre of all decision making.
13. Build 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.
14. 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

- Establishing a Unit of corporate administration from near Greenfield state at the same time as delivering short-term day to day operational demands within deadlines; progressively implementing important longer term priorities efficiently.
- Managing competing strategic priorities and different portfolio perspectives in a time-constrained environment to deliver high quality governance and compliance improvement and lift performance/eradicate poor practice.
- Remove ambiguity in an environment of constant change and remain astutely aware of status of TAFE NSW most senior advisory and governing committees.

## 5. KEY RELATIONSHIPS

WHO	WHY
<b>Internal</b>	
General Manager Governance, Legal and Risk and General Counsel	<ul style="list-style-type: none"> <li>To receive leadership, guidance and performance management and act as a referral point for non-routine decision-making.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>To provide leadership, guidance, performance development and management.</li> </ul>
Senior Managers	<ul style="list-style-type: none"> <li>Collaborate and provide support to advance Branch objectives.</li> </ul>
All Team Members	<ul style="list-style-type: none"> <li>To provide leadership and direction.</li> </ul>
Executive Staff and Senior Managers	<ul style="list-style-type: none"> <li>Collaborate and provide advice on commercial capability, contract management and risk mitigation.</li> </ul>
Board & Committees	<ul style="list-style-type: none"> <li>Support the General Counsel to ensure high confidence in the capabilities of the Secretariat and satisfaction of these key stakeholders</li> </ul>
<b>External</b>	
Government Sector Stakeholders	<ul style="list-style-type: none"> <li>To share and apply wider government agreements, practices and legislation as appropriate.</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>To apply broad legislative agreements and practices as appropriate.</li> </ul>

## 6. POSITION DIMENSIONS

**Reporting Line:** General Manager Governance, Legal and Risk and General Counsel

**Direct Reports:** 5 (tbc)

**Indirect Reports:** 7(tbc)

**Financial Delegation:** TBA

**Budget/Expenditure:** TBA

**Decision Making:**

- Makes decisions on highly complex and sensitive issues where there may be no readily available source of advice and guidance and outcomes may break new ground for the organisation.
- 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

1. Degree qualification in relevant field.
2. Demonstrated knowledge and experience across corporate governance and compliance legislative policies and practices.
3. 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	<b>Display Resilience &amp; Courage</b>	<b>Adept</b>
	<b>Act with Integrity</b>	<b>Highly Advanced</b>
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	<b>Commit to Customer Service</b>	<b>Advanced</b>
	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Advanced</b>
 Results	Deliver Results	Advanced
	Plan And Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Highly Advanced</b>
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Advanced</b>
 People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

### FOCUS CAPABILITIES

The focus capabilities for the Head of Governance and Corporate Compliance 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.

[TAFENSW.EDU.AU](http://TAFENSW.EDU.AU)

## NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Courage	Adept	<ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when situations change.</li> <li>Give frank and honest feedback/advice.</li> <li>Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively.</li> <li>Raise and work through challenging issues and seek alternatives.</li> <li>Keep control of own emotions and stay calm under pressure and in challenging situations.</li> </ul>
<b>Personal Attributes</b> Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> <li>Champion and act as an advocate for the highest standards of ethical and professional behaviour.</li> <li>Drive a culture of integrity and professionalism across the organisation, and in dealings with cross-government and cross-jurisdiction and outside of government.</li> <li>Define, communicate and evaluate ethical practices, standards and systems and reinforce their use.</li> <li>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.</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding.</li> <li>Translate technical and complex information concisely for diverse audiences.</li> <li>Create opportunities for others to contribute to discussion and debate.</li> <li>Actively listen and encourage others to contribute inputs.</li> <li>Adjust style and approach to optimise outcomes.</li> <li>Write fluently and persuasively in a range of styles and formats.</li> </ul>
<b>Relationships</b> Commit to Customer Service	Advanced	<ul style="list-style-type: none"> <li>Promote a culture of quality customer service in the organisation.</li> <li>Initiate and develop partnerships with customers to define and evaluate service performance outcomes.</li> <li>Promote and manage alliances within the organisation and across the public, private and community sectors.</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice.</li> <li>Identify and incorporate the interests and needs of customers in business process design.</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs.</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation.</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Recognise outcomes which resulted from effective collaboration between teams.</li> <li>Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government.</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions.</li> </ul>
<b>Relationships</b>		
Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments.</li> <li>Work towards mutually beneficial win/win outcomes.</li> <li>Show sensitivity and understanding in resolving acute and complex conflicts.</li> <li>Identify key stakeholders and gain their support in advance.</li> <li>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise.</li> <li>Pre-empt and minimise conflict within the organisation and with external stakeholders.</li> </ul>
<b>Results</b>		
Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> <li>Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement.</li> <li>Engage in high level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues.</li> <li>Identify and evaluate organisation-wide implications when considering proposed solutions to issues.</li> <li>Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact.</li> <li>Ensure effective governance systems are in place to guarantee quality analysis, research and reform.</li> </ul>
<b>Business Enablers</b>		
Project Management	Advanced	<ul style="list-style-type: none"> <li>Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts.</li> <li>Access key subject-matter experts' knowledge to inform project plans and directions.</li> <li>Implement effective stakeholder engagement and communications strategy for all stages of projects.</li> <li>Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning.</li> <li>Develop effective strategies to remedy variances from project plans, and minimise impacts.</li> <li>Manage transitions between project stages and ensure that changes are consistent with organisational goals.</li> </ul>
<b>People Management</b>		
Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes.</li> <li>Recognise talent, develop team capability and undertake succession planning.</li> </ul>

## NSW Public Sector Capability Framework

### Group and Capability

### Level

### Behavioural Indicators

- Coach and mentor staff and encourage professional development and continuous learning.
  - Provide timely, constructive and objective feedback to staff.
  - Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way.
  - Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives.
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