



# Director, Planning and Performance

## Position Description

### About GOTAFE

For more than 20 years, GOTAFE has been an intrinsic part of our local communities, delivering quality skills and training and championing equity.

At GOTAFE, we are resolutely committed to ensuring the needs of students and industries — especially across regional Victoria — are at the heart of all we do.

As we transition from an industrial economy to one fuelled by ideas and knowledge, our workforce needs to be more skilled than ever. The fourth industrial revolution — the collision of related technologies such as automation, artificial intelligence, machine learning, blockchain, brain enhancement and data analysis — will fundamentally change the nature of jobs. As a regional tertiary education provider, we will be at the frontline of this change.

While the world changes, GOTAFE is also transitioning so that we can be responsive and adaptive to our changing student, industry and community needs. We are striving to be a contemporary, cutting-edge and innovative organisation. At GOTAFE, we have the opportunity to shape the future of the delivery of tertiary education in our region.

### Why work with us

As an organisation, we're transforming for good. So we're looking for game changers — high performing individuals who want to grow with us.

We shape positive outcomes for our community by being inclusive and passionate about what we do. As part of this, we believe in rewarding achievements and celebrating success. We value new ideas and also understand that sometimes we may not get it right. Learning and working together to improve is just part of our journey.

You'll have the opportunity to take ownership of your work and have your initiatives heard. We'll appreciate your contribution and hard work. And together, we'll balance what's important to you and your lifestyle.

Be part of something great — it's an exciting time to work at GOTAFE.

## Position purpose

The Director, Performance and Planning is accountable for building and promoting a high-performance culture that supports GOTAFE to provide the best possible student outcomes and experiences.

The role supports the activities of the Strategy & Governance Division relating to strategic planning, business planning, operational planning, business intelligence, organisational performance and project governance.

The role will take a strategic, strong and active leadership role in delivering these functions across the entire organisation and will drive GOTAFE forward in the delivery of systems and processes that support high performance.

## Key areas of responsibility

### Strategic Planning:

- Take a leadership role in the development of organisational strategy and ensure that strategies interface and cascade from the GOTAFE Strategic Plan.
- Strengthen systems to support the implementation and progression of organisational strategies.
- Develop sophisticated mechanisms to monitor strategic activities and report progress to the Executive and Board.
- Monitor the external environment with respect to opportunities and challenges and ensure organisational strategies respond to these.
- Stay abreast of all relevant Government policies and ensure organisational strategies are aligned.
- Engage senior leadership in the conduct of strategic planning processes and evolve systems that enable GOTAFE to actively oversight strategic activity.
- Develop systems to ensure that strategic priorities are embedded and integrated in all organisational activities.
- Facilitate planning forums and workshops with respect to strategic planning.
- Engage with strategic partners and lead strategic initiatives.
- Develop strategic documents and position papers, including the Statement of Corporate Intent.

### Business Planning:

- Ensure that all business planning interfaces with strategic priorities.
- Lead business planning processes and ensure that strategic and operational objectives are met.
- Develop sophisticated mechanisms for the monitoring and reporting of business planning activity across the business cycle.
- Facilitate forums and workshops to facilitate business planning, and ensure that all relevant stakeholders are engaged.
- Ensure that all business planning processes are responsive to changing drivers in the policy landscape.

**Operational Planning:**

- Analyse current operational processes and performance, recommending solutions for improvement when necessary.
- Collaborate with the Senior Leadership Team in the development of operational plans.
- Develop, implement, and monitor systems that support day-to-day operations.
- Develop and maintain strategic and productive working relationships through consultation and networking with a wide range of internal and external stakeholders to achieve organisational objectives.
- Plan, monitor, and analyse key metrics for the day-to-day performance of the operations to ensure efficient and timely completion of deliverables.

**Organisational Performance and Business Intelligence:**

- Lead the provision of data analysis and reporting functions for GOTAFE.
- Lead the development and implementation of the Performance Framework.
- Lead the Business Intelligence Unit and oversight development of enterprise data management systems.
- Ensure the Performance Framework incorporates appropriate performance measures and targets that are regularly reviewed to ensure they reflect organisational priorities.
- Ensure performance is appropriately reported at all levels of the organisation, including to Executive and Board.
- Oversight external performance reporting obligations and ensure relevant regulatory requirements are met.
- Consult at all levels of the organisation to ensure data requirements are being met and that business intelligence functions are best serving organisational decision making.
- Scan the environment and sector to ensure best practice business intelligence systems and processes are in place.
- Provide sophisticated analysis to inform strategic planning, business planning and operational planning.
- Lead development and review of key policies and procedures in relation to data, analytics and reporting within GOTAFE.

**Project Governance:**

- Develop a project governance framework for application across all relevant organisational projects.
- Ensure robust mechanisms are in place for the management, monitoring and reporting of projects.
- Oversight key strategic projects and initiatives.
- Lead a team of project officers and ensure that projects are delivered effectively, in line with all performance expectations.
- Engage proactively and strategically with internal and external project stakeholders in support of project success.

**Program Leadership:**

- Manage interdependencies and balance competing demands to ensure priority objectives are delivered.
- Lead and foster a team that is client-centric and a genuine partner for the wider organisation.
- Motivate and inspire a team that is curious, courageous and committed to success.
- Establish a high performance culture that aims to deliver best imaginable service.
- Establish and promote a collaborative and solutions-orientated Division that works with the broader organisation to optimise the student experience.

## GOTAFE Organisational structure

GOTAFE's Executive Leadership Team is made up of the CEO, four Executive Directors and seventeen Directors. All play key roles in influencing the culture and performance of GOTAFE.

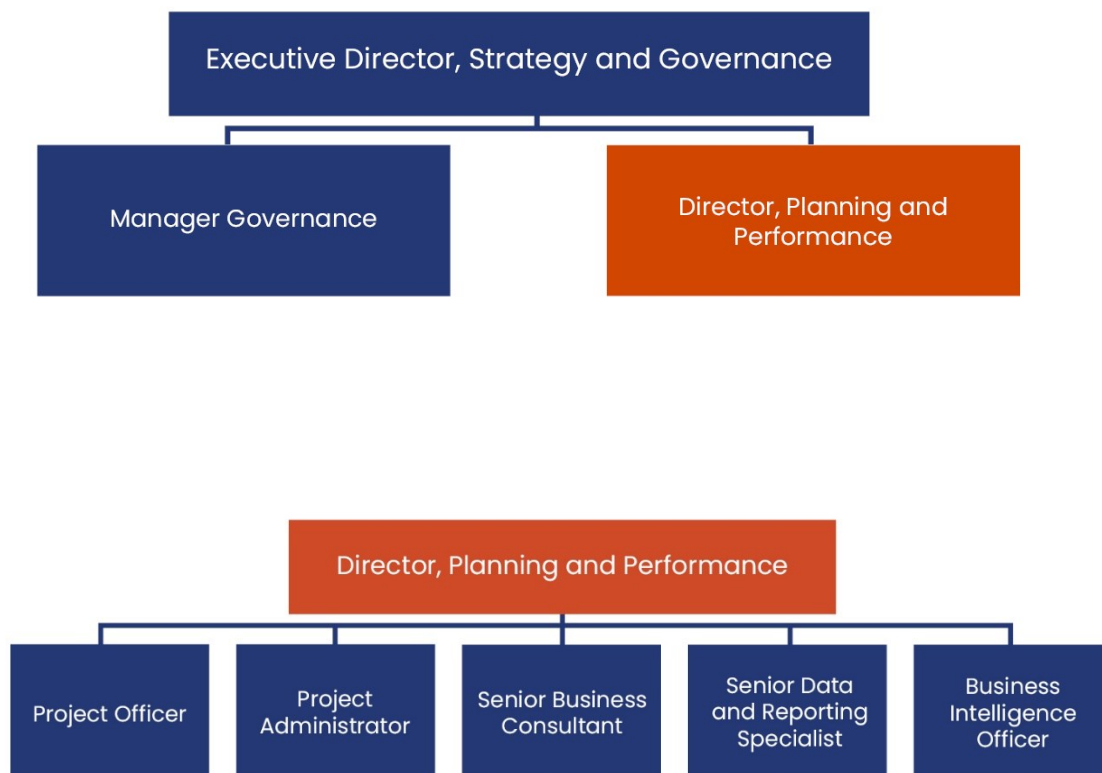


There are five key divisions in the GOTAFE structure:

- **Education** – responsible for ensuring that GOTAFE provides the best possible education, training and learning experiences for all student cohorts across all education sectors.
- **Student Attraction and Community Engagement** – responsible for the start of a student's journey at GOTAFE and for ensuring that GOTAFE strategically engages with its key stakeholders across the community; including industry and community groups.
- **People & Culture** – responsible for ensuring that GOTAFE is an employer of choice and for cultivating a culture of innovation and strong organisational performance.

- **Corporate Services** - responsible for the optimal performance of the internal operations of GOTAFE.
- **Strategy & Governance** – responsible for strengthening organisational governance and leading systems and processes that support planning and performance.

## Organisational relationship



## Key stakeholders

### Internal

Board  
CEO  
Executive Leadership Team  
Senior Leadership Team  
Corporate Leadership Team  
Direct Reports  
Staff  
Students

### External

Department of Education and Training  
Australian Skills Quality Authority  
Victorian TAFE Association  
Community and partner organisations  
External agencies  
Regulatory bodies  
Other TAFE Institutes

## Skills and capabilities required for position

The Director Planning and Performance is expected to demonstrate the following key skills, attributes and capabilities in their role:

### Leadership Capability

- A confident and visible leader who exemplifies the vision and values of GOTAFE.
- Demonstrated track record of curating a high-performance culture.
- Ability to engage strategically, purposefully and effectively with all internal and external stakeholders.
- Provides strong and accountable leadership to ensure delivery of organisational objectives.
- Track record of delivering high quality, evidence based strategic advice and guidance to the CEO, the Executive and Board.
- Shows sensitivity and understanding in negotiating, mediating and resolving conflict.
- Leads a team that is client-centric, solutions-orientated and a genuine partner for the wider organisation.
- Inspires and fosters talent that builds organisational capability.

### Skills & Attributes

- Demonstrated strategic and enterprise-level thinking.
- Exemplary written and verbal communication skills.
- Highly collaborative and consultative in resolving complex problems.
- Innovative and focused on continuous improvement.
- Highly experienced with strategic, business and operational planning in complex organisations.
- Highly experienced in data analysis and performance reporting.
- Experienced in the application of enterprise level systems to support organisational performance.
- Skilled in project management, business process management and change management.
- Experienced in fiscal and budgetary management.
- Track record of driving strategies that support organisational efficiency & productivity.
- An individual with high professional standards, integrity and accountability.



## Who are you?

A suitably qualified professional.

A proven leader with a track record of delivering results and influencing strategic plans and initiatives.

An outstanding people leader with significant experience in leading, developing and engaging multi-disciplined and integrated teams to achieve student and stakeholder focussed outcomes.

A compelling communicator with the ability to read the play, engage with and influence a diverse range of stakeholders.

A strong collaborator who adds value to the organisation and builds relationships that foster shared success.

An energetic and flexible team player who can anticipate upcoming challenges and develop plans to meet those challenges and to capitalise on opportunities.

## How GOTAFE staff work

- Model and lead our values.
- Be dedicated to delivering a consistent, connected and customer focused service.
- Be committed to maintaining a safe and healthy workplace.
- Act consistently with our Employee Code of Conduct.
- Be flexible and responsive and prepared to step-up in times of need.

## Our Values

The Director, Communication & Engagement, is expected to align to GOTAFE's iCare values and to uphold them in all communications, decisions and actions.



### Integrity

Be honest, reliable and trustworthy.



### Collaboration

Partner with others to achieve goals.



### Accountability

Take responsibility for your actions.



### Respect

Appreciate and accept each other's differences.



### Excellence

Aim high.