Role Description
Workforce Development Lead

Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	People Group
Position Description no	11255-01
Classification/Grade/Band	TAFE Worker Level 9
Senior executive work level standards	Not Applicable
OSCA Code	222431
PCAT Code	1229192
Date of Approval	2025
Agency Website	www.tafensw.edu.au

Agency overview

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training supporting hundreds of thousands of learners annually and with a proud history of 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.

Primary purpose of the role

This position is responsible for the development and implementation of enterprise-wide workforce development strategies and programs that enhance organisational capability and performance, playing a key role in shaping TAFE NSW's future-ready workforce.

The position builds and maintains strong partnerships with stakeholders across the organisation, ensuring workforce development programs align with organisational priorities, embed best-practice frameworks and are supported by integrated ways of working and effective change management and adoption.

Key accountabilities

1. Lead the end-to-end planning, design and implementation of significant enterprise-wide workforce development programs and strategies, ensuring effective program coordination and the achievement of target outcomes.
2. Partner to identify workforce capability gaps and develop targeted solutions aligned to organisational goals, and to strengthen future workforce readiness.
3. Provide advice, coaching and strategic guidance to senior stakeholders, sharing expertise and organisational insights to influence planning and decision-making.
4. Build strong cross-functional partnerships, fostering collaboration and integrated ways of working to facilitate and embed workforce development programs and drive cultural and behavioural change.
5. Develop, maintain and reinforce relevant policies and frameworks, ensuring they remain contemporary, fit for purpose and responsive to organisational needs.
6. Develop and implement reporting and evaluation methodologies, using insights to measure impact and effectiveness and drive continuous improvement.
7. Stay updated with the latest research, trends, and practices to inform contemporary workforce development and learning solutions.
8. Reflect TAFE NSW's values in the way you work and abide by policies and procedures to ensure a safe, healthy and inclusive work environment.
9. Place the customer at the centre of all decision making.
10. Work with the Line Manager to develop and review meaningful performance development and review plans.

Key challenges

- Balancing organisation-wide goals with the needs of different teams to ensure programs are practical, relevant, scalable and future-focused.
- Influencing leaders to actively participate in and promote development programs and support and embed long-term change.
- Monitoring trends and emerging practices to ensure workforce programs remain contemporary and aligned with shifts in work, skills and organisational priorities.

Key relationships

Internal

Who	Why
Line manager	• Receive guidance, leadership and support. • Provide updates, recommendations and advice on operational matters.
Various cross-functional stakeholders	• Build relationships to support cross-functional collaboration. • Collaborate to develop and implement solutions.
People (HR) teams	• Collaborate to develop and implement solutions. • Collaborate in program delivery.

External

Who	Why
Professional associations	• Remain current with market/sector trends and practices.

Role dimensions

Decision making

- Makes decisions on complex and sensitive issues that are based on professional judgment, evaluating risks and in the context of a complex and changing environment.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager.

Reporting line

As assigned

Direct reports

Nil

Budget/Expenditure

TBA

Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree in a relevant discipline or equivalent skills, knowledge and experience.
3. Demonstrated experience in leading the development and implementation of organisational development programs across a large organisation.
4. Demonstrated experience in instructional design and/or adapting and applying diverse learning styles.
5. Demonstrated experience using a range of facilitation methods and technologies to engage diverse groups.

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Value Diversity and Inclusion** Be inclusive and respect diverse backgrounds, experiences and perspectives	• Respond with curiosity and respect individual differences and diverse cultures, backgrounds, experiences, perspectives, values and beliefs • Seek participation from others who may have different backgrounds, lived experience, perspectives and needs • Be open to feedback about bias in language or behaviour • Adapt to the needs of diverse environments and address challenging situations • Build awareness of personal biases and proactively address these	Intermediate
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customers' experience and engage people with lived experience to inform service improvements • Create opportunities to learn about and measure what is important to customers by engaging with a wide range of customer experience • Use customer data, feedback and insights to improve service delivery • Find opportunities to collaborate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in your area of expertise • Connect and collaborate with relevant customers from the community	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Encourage a workplace culture that values collaboration • Communicate with other teams to improve information sharing • Share lessons learned with other teams and business units • Identify opportunities to collaborate with stakeholders, including people with lived experience, to develop better processes and solutions • Actively use digital information platforms, collaboration tools and other digital technologies to share information and work with diverse audiences to solve problems and improve services • Consider diverse cultural perspectives to provide insights into collaborative work	Adept
Results	**Deliver Results** Achieve results by using resources efficiently and committing to quality outcomes	• Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Ensure staff understand expected goals and acknowledge staff success in achieving these • Identify the resources people need and ensure goals are achieved within budget and on time • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the way resources are allocated meets new business needs • Ensure you budget for and clearly state the financial impacts of new priorities	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Make recommendations based on evidence by researching and critically analysing information and identifying interrelationships • Anticipate, identify and deal with issues and potential problems that may impact organisational goals and the customer experience • Think creatively to come up with new ideas to resolve issues and improve customer experience • Seek input and ideas from people with different backgrounds and experiences • Participate in and contribute to team or business unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness • Analyse data and information to identify insights and communicate findings in a clear and meaningful way	Adept
Business Enablers	**Project Management** Understand and use effective ways to plan, coordinate and control projects	• Understand all components of the project management process, including the need for change management to achieve business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult with stakeholders, including people with lived experience to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take steps to address any problems • Evaluate progress and identify improvements to inform future projects	Adept

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.
Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
Personal Attributes	Manage Self	Be persistent, self-reflect and commit to learning	Adept
Relationships	Communicate Effectively	Communicate clearly, pay attention to others and respond with understanding and respect	Adept
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
Business Enablers	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Adept
Business Enablers	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate