

## Ways of Working Policy

Approved by: Chief Transformation Officer

Content Manager Number: PRGM21/141

Approval Date: 27 April 2021

Review Date: 26 April 2024

### 1. Purpose

The purpose of this policy is to state the principles that TAFE NSW will use to develop and manage Ways of Working.

The policy implements the TAFE NSW Ways of Working Framework which provides the structure to enable TAFE NSW to develop, achieve and manage Ways of Working excellence (**Appendix A**).

### 2. Scope

This policy applies to all staff (ongoing, temporary, casual and contractors).

### 3. Policy

#### 3.1 Ways of Working

a. TAFE NSW has three types of Ways of Working:

i. Policy

A policy is a document that states the mandatory principles that govern decision making, conduct and responsibilities at TAFE NSW. A MD Directive has mandatory status equivalent to policy.

ii. Procedure

A procedure is a document that mandates the way that a process is carried out at TAFE NSW. Procedures set out key activities and required roles and responsibilities. Procedures can be accompanied by a process map that visually depicts the activities in the procedure.

iii. How Do I Guide

A how do I guide is a document that provides guidance on how to complete individual tasks.

b. TAFE NSW Ways of Working:

- i. define and enable consistent operational practices.
- ii. provide principles to assist decision makers in making decisions.
- iii. accord with legislative, regulatory and mandatory government requirements.
- iv. are designed to capture internal controls and embed risk management.
- v. develop organisational knowledge and shared understanding amongst staff.

- c. All TAFE NSW Ways of Working must be:
  - vi. in accordance with this policy.
  - vii. written in plain English.
  - viii. aligned with TAFE NSW values and its strategic direction.
  - ix. compliant with legislative, regulatory and mandatory government requirements.
  - x. developed, approved and published using the TAFE NSW templates.
- d. TAFE NSW in principle supports the automation of advice, compliance and guidance within software or systems to support Ways of Working, with appropriate controls in place to ensure transparency and human intervention where required. It is recognised that automation approaches are increasingly important to support better operating practices in a contemporary teaching and learning organisation.

### 3.2 Ways of Working Catalogue

- a. TAFE NSW has a Ways of Working Catalogue which is an organised and customised list of TAFE NSW Ways of Working, based on global standards.
- b. The Catalogue is not dependent on a specific organisational design. To support the application of the Ways of Working Framework, Accountable Officers and Responsible Officers are included in the Catalogue.
- c. The Catalogue must be checked when a new Way of Working is developed or an existing Way of Working is reviewed to align Ways of Working with the Catalogue. This check is a critical control which supports TAFE NSW to streamline, minimise duplication and identify areas for improvement for Ways of Working.
- d. The Catalogue and changes to the Catalogue will be centrally governed by Enterprise Performance and Excellence (EPE).

### 3.3 Roles and Responsibilities

- a. There are two roles for TAFE NSW Ways of Working: Accountable Officer and Responsible Officer, as set out in the Delegations Manual and summarised in the table below. The Accountable and Responsible Officer can come from different TAFE NSW Groups, if agreed by Chief Officers.

| Ways of Working | Accountable Officer                                 | Responsible Officer                                  |
|-----------------|---|--|
| Policy          | Chief Officers reporting to Managing Director       | Direct report to Chief<br>e.g. General Manager       |
| Procedure       | Direct report to Chief<br>e.g. General Manager      | Direct report to Chief once removed<br>e.g. Head Of  |
| How Do I Guide  | Direct report to Chief once removed<br>e.g. Head Of | Direct report to Chief twice removed<br>e.g. Manager |

b. Accountable Officer

| Definition  | Responsibilities  |
|---|---|
| <p>A position holder who is accountable for the documentation, implementation, adoption, performance monitoring, control, and continuous improvement of the Way of Working.</p> | <ul style="list-style-type: none"> <li>• Review the draft Way of Working, verify that there has been appropriate consultation, and satisfy any applicable conditions in order to approve the Way of Working in accordance with delegated authority. (Noting Higher Education policies and procedures are approved by the Higher Education Academic Council).</li> <li>• Ensure documentation aligns with strategic direction and enterprise risk appetite.</li> <li>• Ensure the Way of Working is fit for purpose, having assessed relevant organisational considerations, including capability and resources required to give effect to the Way of Working.</li> <li>• Ensure that any Policy is endorsed by General Counsel (for lawfulness).</li> <li>• Ensure the Way of Working is compliant with any relevant accreditation standards and government directions.</li> <li>• Ensure Way of Working provides appropriate internal controls and risk management.</li> <li>• Ensure the Way of Working is effectively implemented.</li> <li>• Approve changes to the Catalogue and rescind any Way of Working no longer required.</li> <li>• Set and oversee performance measures.</li> <li>• Promote and sponsor continuous improvement.</li> </ul> |

c. Responsible Officer

| Definition  | Responsibilities   |
|---|--|
| <p>A position holder who is responsible for the development and day-to-day management of the Way of Working and providing specialist support. They typically report into the Accountable Officer.</p> | <ul style="list-style-type: none"> <li>• Identify need for new or revised Way of Working.</li> <li>• Ensure the Way of Working is developed in accordance with the Way of Working Policy and Procedure, including referral of any Policy to the General Counsel prior to broader consultation.</li> <li>• Choose and develop Way of Working documentation in alignment with the Catalogue.</li> <li>• Consult with all relevant and impacted stakeholders.</li> <li>• Prepare a plan for the implementation and adoption of the new or revised Way of Working, including communication, training and publication requirements. Implement the plan with the approval of the Accountable Officer.</li> <li>• Responsible for reviewing Way of Working.</li> <li>• Responsible for identifying changes to the Catalogue.</li> <li>• Maintain Way of Working and related business tools in the appropriate templates with up to date contact information and responsibilities.</li> <li>• Provide day-to-day specialist advice and support to users.</li> <li>• Monitor and report performance measures.</li> <li>• Monitor compliance and respond to risks, roadblocks and inadequate internal controls.</li> <li>• Undertake continuous improvement, identify performance measurement and improvement opportunities.</li> <li>• Approve updates to Ways of Working that do not materially impact or change the existing approach.</li> </ul> |

### 3.4 Development, Maintenance and Review

- a. Ways of Working must be developed and maintained in the appropriate templates and must:
  - xi. Be communicated to any external organisation that is required to comply with any TAFE NSW Ways of Working, including being made aware of all new or amended Ways of Working.
  - xii. Be updated in line with changes to government direction, organisation strategy, or legislative, regulatory or audit requirements.
  - xiii. Contain up to date responsibilities.
  - xiv. Contain accurate TAFE NSW contact information.
- b. Ways of Working must be reviewed at a minimum as outlined below. An earlier review should be undertaken if there are changes to government direction, legislative, regulatory or audit requirements, changes in operational practice, systems failures, risks or operational issues identified.
  - xv. Policies reviewed every three years.
  - xvi. Procedures reviewed every two years.
  - xvii. How do I guides reviewed every two years.
- c. Updates to Ways of Working that do not materially impact or change the existing approach can be approved by the Responsible Officer.
- d. Ways of Working are to be rescinded when no longer required by TAFE NSW.

### 3.5 Continuous Improvement and Measurement

- a. Performance measurement of Ways of Working should be instituted wherever possible to support continuous improvement. Performance measurement activities include monitoring operational outcomes and compliance, benchmarking and routine performance reporting.

### 3.6 Implementation and Publication

- a. New Ways of Working require an implementation plan be completed to support effective implementation into TAFE NSW
- b. Policies and procedures must be published on the Policy & Procedure Hub on the TAFE NSW Intranet which is the source of truth for TAFE NSW staff.
- c. How do I guides are to be published in central locations for relevant TAFE NSW staff to access. These will be linked to from the Policy & Procedure Hub on advice from Responsible Officer.
- d. All policies must also be published on the TAFE NSW website as they are “open access information” and available to the public under the Government Information (Public Access) Act 2009. Any exception to external publication of policies, such as an overriding public interest against disclosure will be identified by the General Counsel.
- e. A procedure may need to be published on the TAFE NSW website if this is required by legislative or regulatory requirements or as a condition of a contract. These requirements must be identified by Responsible Officers.

### 3.7 Records Management

- a. Ways of Working must be stored in Content Manager in line with the TAFE NSW State Records Management Policy and State Records Act 1998 to ensure an accurate record of TAFE NSW policy and operational activities. This requires that records are made that document and facilitate the transaction of TAFE NSW’s business activities and records are accurate, usable, authentic and have integrity.
- b. The final version and any drafts of the Way of Working used as part of the development process must be retained in Content Manager.
- c. Ways of Working will be kept in Content Manager for 7 years after they have been rescinded.
- d. In circumstances where there is a specified need to restrict access in Content Manager, this should be in line with the State Records Management Policy

## 4. Responsibilities

| Position   | Responsibility  |
|--|---|
| Accountable Officers                                 | Are required to comply with this policy and fulfill their responsibilities.   |
| Chief Transformation Officer                         | Is Accountable Officer for the TAFE NSW Ways of Working Framework.  |
| General Manager, Enterprise Performance & Excellence | Is Responsible Officer for the TAFE NSW Ways of Working Framework.  |
| General Counsel                                      | Review draft Policy to assess any legal issues, and where appropriately addressed, endorse a draft Policy. Identify exceptions to the external publication of Policies. |
| Responsible Officers                                 | Are required to comply with this policy and fulfill their responsibilities.   |
| Students   | Are required under the terms of their enrolment to comply with specified Ways of Working when undertaking study.  |
| TAFE NSW Staff                                       | Are required to comply with relevant Ways of Working when carrying out their duties.  |

## 5. Related documents

This policy should be read in conjunction with the following related documents:

- a. TAFE NSW Delegations Manual
- b. Ways of Working Procedure

## 6. Contacts

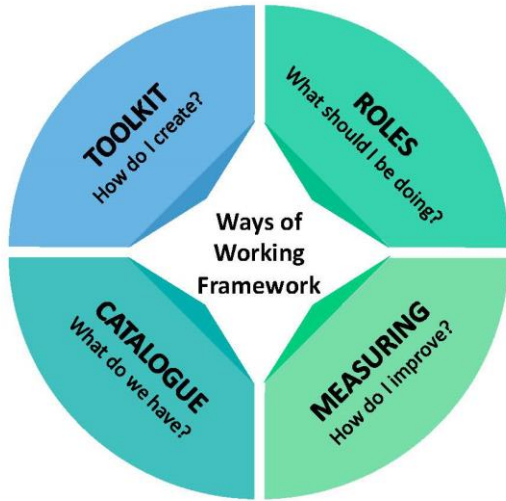
|                     |   |
|---------------------|---|
| Accountable Officer | Chief Transformation Officer                          |
| Responsible Officer | General Manager Enterprise Performance and Excellence |

## 7. Document History

| No | Effective     | Approved by                  | Amendment  |
|----|---------------|------------------------------|--|
| 1  | 27 April 2021 | Chief Transformation Officer | First version of the policy, for release as part of Ways of Working Framework. |

Appendix A

## Ways of Working Framework



**TOOLKIT**

Provides the tools, information and templates needed to develop Ways of Working.



**ROLES**

Explains the roles and responsibilities required to effectively embed Ways of Working.



**CATALOGUE**

Identifies the Ways of Working TAFE NSW has, what is currently being worked on, and what could be improved.



**MEASURING**

Benchmark and measure the performance of Ways of Working to ensure a direct contribution to TAFE NSW's strategic objectives.