BUILD │ CREATE │ INSPIRE │ 2018
Institute Director – engagement
October 2015

Available at http://www.tafeillawarra.edu.au/inspire-2018
TAFE Illawarra operates in a complex organisational structure and an environment experiencing changes in demand, delivery and funding.

- **Context**
  - National VET Reform
  - NSW Department of Industry
  - Smart and Skilled
  - TAFE NSW Statement of Owner Expectations
  - TAFE NSW Strategic Framework
  - Business systems (SALM, SAP HR/Finance, TOMS)

- **TAFE Illawarra Transformation – Building TAFE Illawarra for the future**
  - Regional relevance
  - Vision
  - Values
  - Strategy
  - Outcomes

- **People Matter Survey 2014 – four issues for TAFE Illawarra:**
  - Change management
  - A listening organisation
  - Direction for the future
  - Being in the know
Aligning TAFE Illawarra’s newly articulated vision with its values, strategy and commercial outcomes to provide a contemporary, responsive and competitive registered training organisation.
Integrity, passion, connected and committed are values around which strategy will be developed in a dynamic marketspace to focus on customer experience, sustainability, partnerships and capacity. Success will be defined by metrics around customer satisfaction, customer loyalty, market share and value creation.

Values

- **Integrity** – We build respect and trust by delivering on our promises
- **Passion** – We inspire each other, our customers and our communities to build a better future
- **Connected** – We engage our networks and partners for success
- **Committed** – We deliver exceptional customer experiences

Strategy

- **Customer experience** – Creating exceptional customer experiences
- **Market strength** – Investing for sustainability
- **Partnerships** – Collaborating to innovate
- **Capacity** – Building capability and operational efficiencies

Outcomes

- **Customer satisfaction**
- **Customer loyalty**
- **Market share**
- **Value creation**

Conversation – Closing the loop
What you have told us ... 

The crafting of BUILD | CREATE | INSPIRE | 2018 has taken place over a 6 month period. Opportunities to contribute have been formal – workshops and staff surveys; and informal – conversations and coffee consults.

### Process design
- Phase 1 (April-June 2015) - designed to develop our vision and value system and included formal workshops, informal coffee meetings and staff surveys.
- Phase 2 (July, August and in early September 2015) - refined our thinking and resulted in BUILD | CREATE | INSPIRE | 2018, a framework shared with staff at meetings across all districts and campuses and followed up with staff surveys.

### Who participated? – Aug/Sep 2015 workshop/ survey
- Almost 20% of TAFE Illawarra staff participated in this process across all faculties, districts and campuses
- 45% of participants took the time to let us know what they think by completing the staff survey

### Feedback included – Aug/Sep 2015 workshop and survey:
- The **vision** appeals to our imagination: We build skills, create success and inspire a better future.
- We believe in our newly articulated **values**.
- We think our **focus areas** and anticipated **outcomes** are a good way to meet the challenges of a more competitive environment.
- We recognise the importance of **implementation** – making our vision, value system focus areas and outcomes succeed.
- We need to understand the role of a vision and value system, the impact of this system on staff, and how to make competition and collaboration work better for us.
- We remain frustrated by the challenges of our systems and business processes.

Single view roadmap

TAFE NSW
TAFE NSW Statement of Owner Expectations
TAFE NSW Strategic Plan

TAFE NSW Strategic Asset Management Plan (SAMP)
Institute Performance Agreement
TAFE NSW ICT Plan

TAFE ILLAWARRA

TAFE Illawarra Executive Group (TIEG)

Audit and Risk Committee
Partnerships and Positioning Committee
Workforce Committee

TAFE Illawarra Service Delivery Strategy

Vision

Values

Focus areas

Business plans

Customers

Integration
We build respect and trust by delivering on our promises

Passion
We inspire each other, our customers and our communities to build a better future

Connected
We engage our networks and partners for success

Committed
We deliver exceptional customer experiences

Customer experience
- Creating exceptional customer experiences

Market strength
- Investing for sustainability

Partnerships
- Collaborating to innovate

Capacity
- Building capability and operational efficiencies

Faculties

Service delivery modes

Blended

Campus

Online

Workplace

Flexible

Outcomes

Customer satisfaction
Customer loyalty
Market share
Value creation

Revenue streams
- Direct purchase
- Government
- Recognition
- Support Services
- Consulting
- Partnerships
- Other

Training and assessment

Integrity
We build respect and trust by delivering on our promises

Passion
We inspire each other, our customers and our communities to build a better future

Connected
We engage our networks and partners for success

Committed
We deliver exceptional customer experiences

Focus areas

Business plans

Customers
Version reflecting staff input – alignment of vision, values, strategy and anticipated outcomes in a complex organisational structure and planning matrix, taking into consideration changes to demand, delivery and funding.

Focus areas
- Customer experience
  - Creating exceptional customer experiences
- Market strength
  - Investing for sustainability
- Partnerships
  - Collaborating to innovate
- Capacity
  - Building capability and operational efficiencies

Values
- Integrity
  - We build respect and trust by delivering on our promises
- Passion
  - We inspire each other, our customers and our communities to build a better future
- Connected
  - We engage our networks and partners for success
- Committed
  - We deliver exceptional customer experiences

Vision
- BUILD │ CREATE │ INSPIRE │ 2018
  - We build skills, create success and inspire a better future

Business plans

Learning and assessment
- Strategy and Development
- Educational and Support Services
- Corporate Services
- Community and Corporate Relations

Faculties

Customers
- Students
- Business
- Industry
- Community
- Govt.

Outcomes
- Customer satisfaction
- Customer loyalty
- Market share
- Value creation
- Revenue streams
  - Direct purchase
  - Government
  - Recognition
  - Support
  - Consulting
  - Partnerships
  - Other

Customers
- Workplace
- Campus
- Online
- Blended
- Flexible

Direct purchase
- Government
- Recognition
- Support
- Consulting
- Partnerships
- Other

Reconciliation
- Govt.

Correlation
- Industry

Community
- Employer
- Client

Industry
- Employer
- Client

Govt.
- Employer
- Client
Version reflecting staff input – alignment of vision, values, strategy and anticipated outcomes in a complex organisational structure and planning matrix, taking into consideration changes to demand, delivery and funding.
Version reflecting staff input – alignment of vision, values, strategy and anticipated outcomes in a complex organisational structure and planning matrix, taking into consideration changes to demand, delivery and funding.
Discussion – some questions to think about

• How do you feel about our vision?
• Do our values describe what we think is important?
• Are our strategic focus areas a way to enable competitiveness in the future?
• Will our outcomes help us measure our success in the future?