

2025 CEO Delivery and Performance Agreement

CEO Name
TAFE



Endorsement of agreement (due by 31 March 2025)

<CEO name>, Managing Director, <TAFE>

Signature:

Date:

Board Chair, <Statutory Authority>

Signature:

Date:

Minister for Skills and TAFE

Signature:

Date:

Once complete, provide to Public Sector Commission at ceoconnect@psc.wa.gov.au or Level 1 Dumas House, 2 Havelock Street, West Perth WA 6005.

Sharyn O'Neill PSM, Public Sector Commissioner

Signature:

Date:

Part 1: Delivery of management requirements

Refers to the public sector principles (public administration and management, human resource management, conduct of public sector bodies, and public sector governance) as outlined in Part 2 of the <i>Public Sector Management Act 1994</i>; and the functions of CEOs as outlined in Part 3B s.29 of the Act.	Evidenced by	End of cycle status (<i>achieved; on track; at risk; not achieved</i>) and commentary (<i>reasons for any significant variance</i>)
Deliver requirements in a manner that: • provides leadership, strategic direction and a focus on results • provides policy advice to the responsible authorities • emphasises service in the community • achieves operational efficiency and effectiveness with the goal of continuous improvement always in view • adapts quickly to government changes in policies and priorities • enables decisions to be made and action taken without excessive formality and with minimum delay • ensures appropriate organisational structure and arrangements, enabling clear definition of responsibilities with sufficient delegation to give staff authority to discharge duties expeditiously • demonstrates scrupulous use of official information, equipment and facilities, ensuring resources are deployed to efficient and effective use • maintains proper standards of financial management and accounting, monitoring administrative and financial performance	Annual report in keeping with legislative requirements Resource Agreement with Department of Treasury Annual reporting of Executive Salary Expense Limit (ESEL) to Public Sector Commissioner and the Department of Treasury Timeliness, type and response to any Auditor General findings Public Sector Commission survey data on workforce management and integrity Implementation of Building Leadership Impact (6 conditions) and Leadership Expectations	

Refers to the public sector principles (public administration and management, human resource management, conduct of public sector bodies, and public sector governance) as outlined in Part 2 of the <i>Public Sector Management Act 1994</i>; and the functions of CEOs as outlined in Part 3B s.29 of the Act.	Evidenced by	End of cycle status (<i>achieved; on track; at risk; not achieved</i>) and commentary (<i>reasons for any significant variance</i>)
• maintains proper standards in the creation, management, maintenance and retention of records • demonstrates sound HR management, including a strong focus on performance of staff • observes principles of conduct to ensure integrity • supports and drives equal opportunity initiatives • establishes and maintains rigorous health and safety standards • ensures good governance through strategy, culture, relations, performance, compliance and accountability • supports attainment of performance objectives agreed with the responsible authority • complies with the Commissioner's Instructions, public sector standards, codes of ethics and conduct.		

Part 2: Delivery of whole of government priorities

Workforce policies	Planned or proposed actions	Evidenced by	End of cycle status (<i>achieved; on track; at risk; not achieved</i>) and commentary (<i>reasons for any significant variance</i>)
Permanency		Accurate and timely reporting to relevant agencies as required	
Occupational Health, Safety and Wellbeing		Accurate and timely reporting to relevant agencies as required	
Management of leave liability		Accurate and timely reporting to relevant agencies as required	

Diversity and culture	Planned or proposed actions	Evidenced by	End of cycle status (<i>achieved; on track; at risk; not achieved</i>) and commentary (<i>reasons for any significant variance</i>)
Show progress towards agreed diversity targets		Diversity dashboard	
Develop and maintain positive agency culture of collaboration, innovation, continuous learning, stewardship and excellence		Employee perceptions in census survey	
		Workforce and diversity plan (EEO management plan)	
A strong focus on driving and leading the government's efforts on the National Agreement on Closing the Gap			

Part 3: Delivery of Board Chair priorities

<Statutory authority>	Evidenced by	End of cycle status (<i>achieved; on track; at risk; not achieved</i>) and commentary (<i>reasons for any significant variance</i>)

Part 3: Delivery of TAFE priorities

Priority	Evidenced by	End of cycle status (achieved; on track; at risk; not achieved) and commentary (reasons for any significant variance)
A training delivery profile that is aligned with: - the State Training Plan - WA Government priority sectors for economic diversification - the State STEM strategy - specific local and regional skill needs - new technologies and skills need of emerging industries like renewable energy - National priorities agreed by the Skills and Workforce Ministerial Council under the National Skills Agreement.	Training planning and delivery is aligned with relevant priorities.	
The delivery of VET related election commitments and government priorities.	Training delivery and TAFE strategies support VET related election commitment initiatives and government priorities, such as: - Linking the training provided by the local TAFE with the job opportunities in each region - Industry placements for TAFE lecturers - New equipment for TAFE colleges	
The delivery of specific State budget initiatives related to TAFE colleges. Specific strategies and outcome measures to increase the access and workforce participation of priority cohorts.	Increased access and participation from Aboriginal and Torres Strait Islander Australians, women, people with disabilities, CALD people and other diversity groups.	
The delivery of national priorities and specific policy initiatives under the National Skills Agreement.	Training delivery and TAFE strategies support Western Australia's Skills and Workforce Development Action Plan.	

Priority	Evidenced by	End of cycle status (achieved; on track; at risk; not achieved) and commentary (reasons for any significant variance)
An integrated, customer focussed Jobs and Skills Centre service positioned to respond to community and business needs, and to support State Government jobseeker initiatives.	Jobs and Skills Centre strategies support delivery of jobseeker initiatives and respond to community and business needs.	
Work collaboratively with the Department of Training and Workforce Development, State Training Board, other TAFE colleges and industry stakeholders to: - continue to evolve digital service delivery to provide greater access and flexibility to training - continue to improve efficiency and quality in training delivery - monitor data and engage industry to ensure early identification and response to business needs and performance issues - foster conduct that is transparent, accountable, and efficient; and effectively manage risk.		
Reporting Ensure the Governing Council Chair and Minister are provided with relevant, accurate and timely: - responses to questions, enquiries and correspondence - reports on service delivery against agreed standards - briefings on issues and risks of strategic, financial and operational significance.	Governing Council to receive regular updates on progress against the college's Delivery and Performance Agreement at Council Meetings. TAFE Corporate Executive to present regular strategic 'deep dives' and discussions at Council meetings to ensure members are abreast and kept informed of matters of strategic relevance to the college. Financial, audit and risk information to continue to be reported to the Governing Council through the Finance, Audit and Risk Management Sub-Committee (FARM).	

Priority	Evidenced by	End of cycle status (achieved; on track; at risk; not achieved) and commentary (reasons for any significant variance)
Governance Maintain high standards of corporate governances in the agency and fulfil functions under sections 29 and 30 of the <i>Public Sector Management Act 1994</i> .	Governing Council to be advised on, review, and endorse where appropriate, the following: • Annual Report • Annual Business Plan • TAFE Strategic Plan • Delivery and Performance Agreement and subsequent addendums • Section 40 Financial Estimates	

Part 4: Delivery of effective leadership

Behaviour self assessment

1. Conduct your [Behaviour self assessment - Agency Leader](#) in early 2025 when agreement is established and in early 2026 at assessment.
2. Use the on balance ratings from these behaviour self assessments to populate this section.

Leadership behaviour and mindset	Behaviour description	On balance rating
Lead Collectively: “I am part of something bigger”	I understand how my work and the work of my agency fit in the broader public sector. I recognise my role in supporting and creating value for the future of Western Australia.	In Lead Collectively, on balance I am: <u>Jan/Feb 2025</u> ☐ Developing ☐ Proficient ☐ Mature <u>Jan/Feb 2026</u> ☐ Developing ☐ Proficient ☐ Mature
Think Through Complexity: “There is more than one solution”	I am comfortable with complexity, logically assessing solutions and impacts and take decisive action in times of uncertainty. I develop innovative solutions while managing strategic risks	In Think Through Complexity, on balance I am: <u>Jan/Feb 2025</u> ☐ Developing ☐ Proficient ☐ Mature <u>Jan/Feb 2026</u> ☐ Developing ☐ Proficient ☐ Mature
Dynamically Sense the Environment: “There is always more to the story”	I identify social and political nuances (of the agency and sector), and use this understanding to make effective decisions, negotiate and influence, and manage and build trust with stakeholders.	In Dynamically Sense the Environment, on balance I am: <u>Jan/Feb 2025</u> ☐ Developing ☐ Proficient ☐ Mature <u>Jan/Feb 2026</u> ☐ Developing ☐ Proficient ☐ Mature

Leadership behaviour and mindset	Behaviour description	On balance rating
Deliver on High Leverage Areas: “Some actions are more powerful than others”	I pursue with tenacity the high leverage priorities that are essential to my agency, key stakeholders, and Western Australians.	In Deliver on High Leverage Areas, on balance I am: <u>Jan/Feb 2025</u> ☐ Developing ☐ Proficient ☐ Mature <u>Jan/Feb 2026</u> ☐ Developing ☐ Proficient ☐ Mature
Build capability: We are only as good as our people.	I proactively develop leaders to deliver value to the agency and broader public sector. I achieve this through a personal commitment to coaching or mentoring, as well as by ensuring the agency’s culture focuses on people development and the value of diverse internal talent.	In Build Capability, on balance I am: <u>Jan/Feb 2025</u> ☐ Developing ☐ Proficient ☐ Mature <u>Jan/Feb 2026</u> ☐ Developing ☐ Proficient ☐ Mature
Embody the Spirit of Public Service: “We do everything for the public good”	I display empathy, compassion, integrity, and humility. I demonstrate a genuine passion for the public sector, while proactively managing my own reputation and maintaining the reputation of the sector.	In Embody the Spirit of Public Service, on balance I am: <u>Jan/Feb 2025</u> ☐ Developing ☐ Proficient ☐ Mature <u>Jan/Feb 2026</u> ☐ Developing ☐ Proficient ☐ Mature
Lead Adaptively: “I am forever curious, forever learning”	I continually seek to understand personal strengths and areas for improvement. I am open to learning, act on feedback and am adaptive to change, adjusting ways of working to create value.	In Lead Adaptively, on balance I am: <u>Jan/Feb 2025</u> ☐ Developing ☐ Proficient ☐ Mature <u>Jan/Feb 2026</u> ☐ Developing ☐ Proficient ☐ Mature

Leadership development plan

The following identified development needs relate to the 7 expected behaviours in Leadership Expectations; requirements of Parts 1, 2 and 3 of this agreement; and development opportunities in the Learning and Development Guide for Chief Executive Officers.

Area of development	Option for meeting development requirement	Timeframe for completion	Commentary

Managing Director assessment summary (due by 31 March 2026)

Part 1: Delivery of management requirements

- ☐ I exceeded delivery and performance expectations
- ☐ I achieved delivery and performance expectations
- ☐ Progress was made towards achieving my delivery and performance requirements
- ☐ I did not achieve delivery and performance expectations

Comments:

Part 2: Delivery of whole of government priorities

- ☐ I exceeded delivery and performance expectations
- ☐ I achieved delivery and performance expectations
- ☐ Progress was made towards achieving my delivery and performance requirements
- ☐ I did not achieve delivery and performance expectations

Comments:

Part 3: Delivery of Board Chair and/or TAFE priorities

- ☐ I exceeded delivery and performance expectations
- ☐ I achieved delivery and performance expectations
- ☐ Progress was made towards achieving my delivery and performance requirements
- ☐ I did not achieve delivery and performance expectations

Comments:

Part 4: Delivery of effective leadership

Insights gained from lines of inquiry (external reviews, audits, evaluations) regarding my leadership performance:

Areas of development to be carried forward to next agreement:

Managing Director

Signature:

Date:

Once complete, provide to responsible authority and Board Chair for endorsement

Endorsement of assessment (due by 31 March 2026)

Board Chair, <Statutory Authority>

Overall assessment of performance:

- ☐ Exceeded delivery and performance expectations
- ☐ Achieved delivery and performance expectations
- ☐ Progress was made towards achieving delivery and performance requirements
- ☐ Did not achieve delivery and performance expectations

Comments:

Signature:

Date:

Once complete, return to CEO for CEO to provide to Minister.

Endorsement of assessment (due by 31 March 2026)

Minister for Training

Overall assessment of performance:

- ☐ Exceeded delivery and performance expectations
- ☐ Achieved delivery and performance expectations
- ☐ Progress was made towards achieving delivery and performance requirements
- ☐ Did not achieve delivery and performance expectations

Comments:

Signature:

Date:

Once complete, provide to Public Sector Commission at ceoconnect@psc.wa.gov.au or Level 1 Dumas House, 2 Havelock Street, West Perth WA 6005.

Endorsement of assessment

Public Sector Commissioner

Signature:

Date: