

ORGANISATIONAL CAPABILITY DEVELOPMENT

“Leading our new work mindset”

A sustainable capability coaching
program for Dynamic and Emerging
Leaders at SWTAFE

Request for Tender
Tender No: LNWM.21092018



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1. INTRODUCTION

South West TAFE is an education hub with a difference. We bring innovative education and industry insider knowledge together to power talent for tomorrow.

To better meet the demands of the fast paced world of 21st Century business, our courses are designed by industry and taught by professionals.

With over 150 courses on offer, we are well suited to provide quality hands-on training across the major business sectors. Plus, our teachers, training facilities, support services and direct links with industry are second to none.

Our campuses are located in Warrnambool, Portland, Hamilton & Colac, with facilities and services set to expand as the region grows.

South West TAFE values are at the core of our culture and behaviours. The 5 values below are defined by “I will and I will not” behaviours.

Integrity & Impartiality – We are transparent and ethical in all that we do, every day

Respect & Human Rights – We demonstrate trust, understanding and embrace diversity

Leadership – We will be forward thinking, collaborative and inspirational

Accountability – We take ownership of our actions and deliver on our promises

Responsiveness We will deliver and respond with care

2. PROJECT OVERVIEW

South West TAFE recognises the importance of investing in its leadership to align to the Skills First priorities, drive business development growth, improve financial sustainability and productivity; and build a confident, bank of future leaders. Our leaders will be the propelling force in transforming South West TAFE to increase its commercial growth and become agile, modern and sustainable by 2022. In addition, this program will help our staff realise their full potential in being change champions and communications experts to help support our strategic direction.

‘Leading our new work mindset’ is underpinned by a robust, Board endorsed, Organisational Workforce Development Plan.

This project will deliver two streams for Staff Professional Development:

Stream 1: Leadership Capability; and

Stream 2: Change Management

‘Leading our new work mindset’ will deliver a targeted sustainable leadership program to over 200 staff, and is designed to mentor existing leaders, and identified emergent leaders, fostering operational and financial focus, capability and aspiration. South West TAFE will identify between 10-16 staff to attend a Leadership seminar designed to equip them to deliver the program back into South West TAFE. This train-the-trainer model has been recognised as a highly efficient process of training leaders, ensuring the program is sustainable and that benefits are maximised. These 10-16 staff will deliver a tailored program to our leadership team and emerging leaders which includes our 200 staff.

The program is designed to harness the existing strengths and skills of staff, and address any performance or skills gaps. Based on a neuroscience approach, staff will gain skills, insights and will be empowered to be effective leaders. The program also encompasses change management training, to help embed the required skills that our leaders need to be effective change agents and change champions. South West TAFE will use an existing Community of Practice forum to share findings with other Institutes.

3. PROJECT DELIVERABLES (PROJECT SCOPE)

3.1. PROJECT DELIVERABLES

The project deliverables include:

Project Outputs – Part A

Research, design and develop a suite of resources for each module listed below. Include a learner workbook, facilitator resources and designed to be integrated into our online learning system (SWTAFE to Moodle the resources)

- Module 1: SWTAFE Overview
- Values
 - Behaviours and our
 - Leadership Chapter
 - Integrity Framework
- Module 2: Communications Skills,
- Good, bad, and poor communications
- Module 3: Empowerment and Delegation
- Empowering team to achieve success
 - Delegation of tasks, roles and responsibilities
- Module 4: Leadership
- Why Leadership
 - Leadership Beliefs
 - Leadership Styles
 - Leadership Practice case studies
 - Leadership at SWTAFE
 - My own Leadership beliefs and styles
- Module: 5 Emotional Intelligence
- What is it EM
 - Models of EM
 - EI Tools and how does EI interact with my own professional practice.
 - Neuroscience of Leadership
- Module 6: Behaviours
- Behaviour Styles
 - Behaviours which engage and maximise collaboration and team engagement
 - Behaviours Styles Test, my preferred behaviour style
- Module 7: The Motivated Leader,
- what is a motivated leader,

- how do I motivate whilst inspiring and creating opportunities for my team

Module 8: Teams

- Managing, leading and mentoring high performance teams
- Creating a high performance environment
- Performance feedback skills

Module 9: Leader as a Coach

- Coaching styles
- Coaching my team to develop and grow

Module 10: Conflict and Courageous Conversations

- Managing team conflict to positive collaborations

Module 11: The Leaders as Change Agents

- Transformational change strategies
- Implementing transformational change programs and projects

Module 12: Influencing Leadership

- Positive partnerships
- Diplomacy

Module 13: Leadership Action Plan

- Developing and implementation of my leadership action plan

- All of the above modules to be researched, designed and contextualized for South West TAFE in collaboration with our Project Control Group and People and Culture Team
- All of the above modules to be completed and submitted by 15th January 2019 as final and completed approved versions (includes 2 rounds of Client/Authors Corrections during the development and collaboration phase)
- Successful Supplier to;
 - Arrange design and layout, typesetting of each modules workbook – student workbook and facilitator workbook
 - Printing of 220 workbooks for each of the modules listed above (Total of 2,860 individual workbooks to be supplied)
 - Each workbook to be;
 - Printed A4 Portrait, full colour - double sided
 - Front and back covers – 150gsm matt
 - Text pages – 100gsm matt
 - Spiro bound (wiro black or gunmetal grey) on the long edge, left side.
 - Clear plastic cover on front
- Supply of all workbooks 7 working days prior to commencement of the “Emergent Leaders Program” – scheduled for Late January 2019 to February 2019 in Warrnambool. All workbooks to be packed in labelled cartons and delivered to South West TAFE, 193-205 Timor Street, Warrnambool, Vic 3280
- South West TAFE to have copyright ownership on the above modules for a period of 2 years and ability to edit and modify to meet our organisational requirements.

Project Outputs – Part B

Delivery of the above Modules in a blended workshop mode to our 10-16 South West TAFE “Emergent Leaders Program” over 1 x 2 Day Workshops (Total of 2 days workshops) conducted at Warrnambool between late January 2019 and late February 2019, specific dates to be advised later.

- Workshops from 8:30am to 5:00pm to be advised between end of January to end of February 2019.
- Supplier to provide master copy of all resources, including workbooks and facilitator resources by 15th January 2019. Ownership of these resources to South West TAFE for a period of 2 years and ability to edit and modify to meet our organisational requirements.
- Supplier to provide highly skilled, credential and qualified Facilitator (CV and BIO required as part of Tender submission) and include Facilitator costs as a specified cost item in the tender.
- South West TAFE to arrange and pay costs for Facilitator Accommodation in Warrnambool for 3 nights’ accommodation for Facilitator, including meals. Dates of accommodation to be confirmed.

3.2.PROJECT REPORTING

The successful supplier to provide monthly progress reports on project deliverables.

3.3.PROJECT OUTCOMES

The “Leading our new work mindset” within SWTAFE project will be measured against the following outcomes to determine the success of the project:

- *10-16 identified emergent leaders successfully complete the Leadership seminar and train-the-trainer module*
- *200 plus team members participate in the “Leading our new work mindset” program*
- *The 2019 People Matter Survey provides positive results regarding team member engagement and staff professional development activities*

4. PROJECT TIMELINE AND PROJECT BUDGET

4.1.PROJECT MILESTONES

The below table lists the milestones for this project, along with the estimated completion timeframe:

Scheduled Deliverable	Due Date
Tender Submissions Open	21 September 2018
Tender Submissions Close Tenders submitted via South West TAFE Tender portal	5 October COB 2018
Evaluation of Tender Submissions by PCG (Project Control Group)	12 October 2018
Contract issued with Preferred Supplier	12 October 2018
Non-preferred Supplier notified of outcome and de-briefed	12 October 2018
Sample of 1 complete module for client review	1 Nov 2018
Supply of all 13 completed modules	15 January 2019
2 Day Emergent Leaders Program (workshop) in Warrnambool	Late January 2019 to Late February 2019
Debrief and Close out	26 May 2019

4.2. PROJECT BUDGET

Project Components	Budget Band for (Quoting) (excl GST)
Project Outputs include all components of Part A and Part B (as specified above)	\$60,000 to \$65,000 (AUD) #1
#1 Tendered quote greater than \$65,000 outside funding allocated for this project	

4.3. QUALITY MANAGEMENT

The purpose of quality management is to provide guidance and assurance that quality processes for all South West TAFE projects will be implemented to ensure that the project outputs are delivered fit-for-purpose. This will be achieved by ensuring that all project management processes are conducted in a quality manner (quality assurance) and by developing quality criteria for the outputs themselves (quality control).

The project control group and its terms of reference will ensure quality assurance and quality control will be maintained for the life of project. The project control group will use a matrix model to review and assess the tender submissions based on the following criteria;

- Capability and Capacity to deliver the project deliverables as per tender (25%)
- Demonstrated Experience in similar workforce development projects, with the last 12 months (including 2 written referees, current WWC (working with Children Check), current Police Check) (25%)
- Professional Practice, qualifications and experience of the Key Contact and Facilitator (25%)
- Value for money proposition and proposed costs inline with project \$ band specified in tender, including clear trading and payment terms. (25%)

4.4. PROJECT GOVERNANCE

The Project Control Group established with SWTAFE will have project oversight and operate within a Terms of Reference (TOR) and meet regularly with minuted outcomes to monitor and guide project milestones and outcomes and implement project changes as required ensuring agreed project scope and project budget is met in line with funding agreement.

4.5. COMMUNICATION MANAGEMENT

Success Supplier to provide fortnightly updates to South West TAFE Project lead, via a suitable tool and communication method.

4.6. RISK MANAGEMENT

Project Risk Management is an integrated part of the SWTAFE standard operating environment and SWTAFE project Leader will manage in partnership with the Successful supplier the project risk and project risk register updated monthly

5. PROJECT MONITOR AND EVALUATION

5.1. PROJECT VARIATION MANAGEMENT

South West TAFE will ensure that any changes to the project scope, deliverables, schedule or resources will be formally defined, evaluated and approved prior to their implementation. PCG will review and approve major variations to project before agreement and update with the Successful Supplier.

In terms of this project South West TAFE and the Successful Supplier agree any variation will only occur if:

- both parties agree in writing to the variation; or

South West TAFE notifies the Successful Supplier in writing of a proposed variation to this project (Agreement) and the date the proposed variation will take effect from (“the Effective Date”), and the Successful Supplier continues to deliver all or part of the Project Scope or delivers new activity as described in the proposed variation after the Effective Date.

5.2. EVALUATION MANAGEMENT

South West TAFE will conduct an evaluation of the project post-implementation to determine if the project objectives and deliverables have been met. The evaluation process will identify what went well and the issues/challenges encountered.

The following evaluation activities will form part of the project evaluation process:

- Reviewing the overall success of the project by determining how well it performed against the defined objectives and conformed to deliverables set out in the project tender document.
- Reviewing the activities identified in the project to determine their ability to provide lasting and measurable improvements in the organisations leadership capability and capacity, new work mindset and people matters survey.
- Assessing lessons learnt from the project and how that learning can be translated/used for future projects, particularly for similar projects.

5.2.1. KNOWLEDGE MANAGEMENT/CONTINUAL IMPROVEMENT

Through the evaluation process the identified lessons learnt will be placed in a centralised register where they can be disseminated throughout all projects (where relevant) across the Institute, this will allow continuous improvement on all projects and strengthen overall project processes.

SWTAFE is committed to sharing the learnings outcomes and systems with the Victorian VET and TAFE Sectors. Collaboration opportunities will be explored with a range of key stakeholders including:

- VET Development Centre
- Victorian TAFE Association
- QUIET Network
- Regional TAFE Alliance
- TAFE CEO Council.

Activities may include the following;

- Webinars
- Seminars and Conference presentations

- Workshops.

The exact nature of these activities will be developed in collaboration with key partners.

6. APPENDIX

6.1. DEFINITIONS

Term	Definition
Project	A project is a unique set of processes consisting of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective. Achievement of the project objective requires deliverables conforming to specific requirements, including multiple constraints such as time, cost and resources (ISO 21500).
Project Control Group	Project Control Group (PCG) will have project oversight, management and responsibility for all components of this project including project scope, project budget, project outcomes and project finalisation.
Project Milestones	Tools used in project management to mark specific points along a project timeline. These points may signal anchors such as a project start and end date, a need for external review or input and budget checks, among others. In many instances, milestones do not impact project duration.
Project Evaluation	Is a systematic and objective assessment of an ongoing or completed projects. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability.
Project variation	A variation is a slight difference or change from baseline or contract basis.
Risk	The effect of uncertainty on objectives. An effect may be positive or negative. Objectives may be related to aspects such as financial, health and safety or environmental and may apply at strategic, operational project or process related levels.
Risk management	The combination of organisational systems, processes and culture which facilitate the identification, assessment, evaluation and treatment of risk to achieve an appropriate balance between realising opportunities while minimising losses in the pursuit of strategic objectives.
Risk management framework	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
Project Risks	Project risks impact on the achievement of individual projects or programs of work.
Terms of Reference	Terms of Reference (TOR) is the framework for the Project Control Group (PCG) to operate and manage this project. The TOR will include membership list, meeting cycles, meeting durations, agenda and minutes and operational parameters for the PCG.

7. KEY CONTACT

- Karen Ellen – Manager – People and Culture
South West TAFE
PO Box 674
Warrnambool VIC 3280
Telephone (03) 5564 8506
Mobile: 0466 943 149
Email: Karen.ellen@swtafe.edu.au
- Simon Cochaud – Acting Manager – Teaching Quality Centre
South West TAFE
PO Box 674
Warrnambool VIC 3280
Telephone (03) 5564 8814
Mobile: 0401 770 252
Email: simon.cochaud@swtafe.edu.au

8. TENDER SUBMISSION REQUIREMENTS

- Tenders to be submitted by Friday 5th October, 2018 by COB (Close of Business) Australian Eastern Standard Time (AEST)
- Tenders to be submitted as follows;
 - 1 complete document (PDF) submitted via email to; Karen.ellen@swtafe.edu.au between Friday 5th October, 2018 from 12 noon to Friday 5th October, 2018 by (COB) – 5:00pm
 - Addressing the following criteria;
 - Capability and Capacity to deliver the project deliverables as per tender (25%)
 - Demonstrated Experience in similar workforce development projects, with the last 12 months (including 2 written referees, current WWC (working with Children Check), current (Police Check), Professional Indemnity Insurance (including a current statement of currency) and Public Liability (including a current statement of currency) (25%)
 - Professional Practice, qualifications and experience of the Key Contact and Facilitator (25%)
 - Value for money proposition and proposed costs inline with project \$ band specified in tender, including clear trading and payment terms. (25%)
 - Complete Sample of resources for Module 4: Leadership, as per outlined above, including student workbook, facilitator resources.
 - Payment and Trading terms. (All prices quoted in AUD)