

WE KNOW WHERE

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October 2025

Candidate briefing

TAFE GIPPSLAND

Chief Executive Officer (CEO)

ROLE

Title	Chief Executive Officer (CEO)
Reports to	The Chair of the Board
Location	Yallourn or other major campus location as required
Remuneration	SES-3
Employment Type	Full-time, Fixed-Term

THE ORGANISATION

TAFE Gippsland is the leading vocational education and training provider in the region, with over 90 years of service. Spanning 13 campuses from Warragul to Lakes Entrance and offering virtual delivery, it provides hands-on, practical training that supports real career outcomes.

Deeply committed to accessibility and regional development, TAFE Gippsland places students at the centre of its work. Guided by the values of Integrity, Excellence, Collaboration, and Responsibility, the organisation creates learning environments that build confidence, capability, and strong industry connections.

Board of Directors:

- Paul Buckley (Board Chair)
- Alison McClelland (Ministerial Appointed Director)
- Darren McCubbin (Ministerial Appointed Director)
- Meghraj Thakkar (Ministerial Appointed Director)
- Ilsa Colson (Ministerial Appointed Director)
- Christine Trotman (Co-opted Director)
- Joanne Brunt (Co-opted Director)
- Mark Reeves (Co-opted Director)
- Daniel Webster (Staff Elected Director).

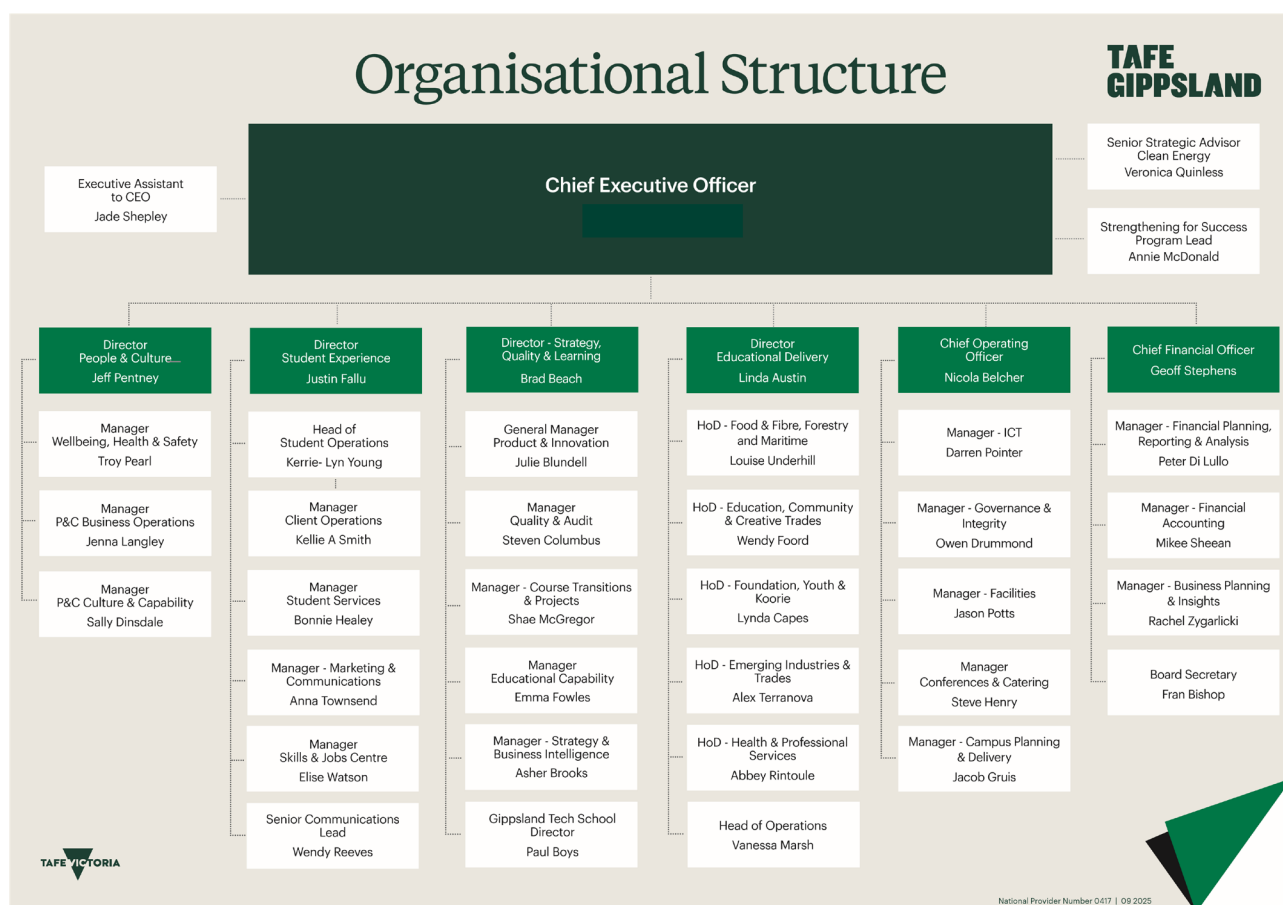
For more information, please see:

- TAFE Gippsland [Strategic Plan 2021–2024](#) (the Board are currently reviewing a new strategic plan and it will be available at a later date)
- TAFE Gippsland [Constitution](#)
- TAFE Gippsland [Gender Equality Action Plan](#).

ROLE OVERVIEW

- The Chief Executive Officer (CEO) is responsible for providing strong, strategic and inspirational leadership to TAFE Gippsland, significantly contributing to the achievement of the Institute's vision of a skilled and thriving Gippsland
- The CEO will lead and drive the achievement of TAFE Gippsland's Strategic Plan objectives to provide organisational sustainability, high performance and to excel in vocational education and training, thereby enhancing the social and economic futures of individuals, industry and communities
- As TAFE Gippsland's most senior executive, the CEO will lead, foster and create enduring partnerships with industry, education and community organisations and government, to best position TAFE Gippsland as a quality, public provider delivering strong outcomes for students, industry and the region and in exploring new markets
- The CEO will play a key senior leadership role in enabling regional economic growth by aligning educational programs with workforce and industry needs. Working closely with local, regional, and state stakeholders, the CEO will ensure that TAFE's offerings support the development of a skilled workforce, contributing to the region's economic prosperity. The CEO will provide strategic direction on educational priorities in the region and influence both educational and economic outcomes through strategic partnerships with government, business, and community organizations
- The CEO will drive the engagement with the Victorian Skills Authority (VSA), the Office of TAFE Co-ordination and Delivery (OTCD) and the broader TAFE network. The CEO will also work closely with the National TAFE Network and Victorian TAFE Network to drive and influence positive outcomes for the broader TAFE Network noting the particular importance and impacts at a regional level
- The CEO is accountable to, and works closely with the Board, to provide direction and leadership to the Executive team to ensure that TAFE Gippsland delivers on its Statement of Priorities and the Strategic Plan goals of:
 - Students: A positive student experience leading to successful outcomes
 - Staff: A safe and healthy workplace, diverse workforce and high-performance culture
 - Stakeholder engagement: Strong relationships lead to shared success
 - Organisational Health: A strong and financially sustainable TAFE Gippsland
- The CEO will perform their roles and responsibilities in line with Standing Directions 2018 – Direction 2.3.1 Accountable Officer – General Responsibilities.

ORGANISATIONAL STRUCTURE



REMUNERATION

The remuneration for this position is equivalent to the Prescribed Entity SES-3 Band currently \$430,741 to \$573,328, including statutory superannuation.

Please note parity across executive roles in Victorian Public Sector Agencies, comparative Department Executives and guidance based on [VPSC protocols](#) and [VIRT executive](#) remuneration determinations also apply. Proof of past salary range may be required.

Salary packaging options are available post-employment, within the full value of the TRP.

CHIEF EXECUTIVE OFFICER

- Lead regional transformation through education and innovation
- Champion equity, clean energy, and community impact
- Inspire a high-performing, future-focused organisation

About the organisation

TAFE Gippsland is a proud regional education provider committed to delivering high-quality vocational training that transforms lives and communities. With 13 campuses across Gippsland, the organisation plays a vital role in regional development, workforce readiness, and social equity. TAFE Gippsland is values-led, student-centred, and deeply connected to industry, government and community. It is recognised for its commitment to innovation, accessibility, and its leadership in emerging sectors such as clean energy, health, aged care, agriculture, and construction.

About the role

Reporting to the Board, the CEO will lead the strategic direction, operational performance and inclusive culture of TAFE Gippsland. This is a high-impact leadership role that requires navigating complex government policy, state and national regulation, driving workforce development initiatives, and enhancing the student experience. The CEO will represent the organisation across regional, state and national forums, advocate for and foster partnerships that deliver lasting outcomes for Gippsland's learners, industries and communities.

About you

You are a visionary and authentic leader with a deep understanding of the vocational education and training landscape or similar, and a passion for regional development. You bring strategic agility, financial acumen, and a transformational leadership style that inspires trust and performance. While experience in teaching and learning is valuable and an appreciation of the public service context is vital, your ability to lead innovation, build stakeholder relationships and deliver impact across diverse service sectors is what sets you apart. Your communication and decision-making skills enable you to work effectively with the board, government agencies and industry partners while advocating for network level and local outcomes. You are ready to guide TAFE Gippsland into its next chapter, maintaining excellence, equity and regional prosperity.

Please see the [Candidate Brief](#), then for any further information email evan.willen@shk.com.au or penny.wilson@shk.com.au quoting reference #3443728, or to apply, **click on 'apply now'**. Please submit your resume (CV) and a concise cover letter. Direct and third-party applications will be forwarded to SHK. Closes 16 October.



SHK.COM.AU

HOW TO APPLY

TAFE Gippsland are partnering with SHK Asia Pacific (SHK) on this search. Applications are to be submitted online by visiting <https://www.shk.com.au/jobs> (preferred) by the indicative close date (see advertisement).

Please submit a recent CV/ Résumé (4-5 pages preferred), in Word format and a brief letter highlighting your capabilities against the role. One page is preferred. You are not required to separately address Key Selection Criteria at this time. All documents are to be attached in Microsoft Word format.

Your CV achievements will be reviewed for alignment with the Key Selection Criteria. If you are unable to apply online, email your application (CV and Cover Letter) to Penny Wilson, Senior Partner, SHK at penny.wilson@shk.com.au, or Evan Willen, Partner, SHK at evan.willen@shk.com.au quoting **#3443728** and the role title in the subject line. Please check receipt if no reply in seven working days, due to email security filters.

You may be contacted by SHK for further conversation or interview with the consultant, and potentially, to Panel interviews or other informal meetings as part of the process. Contact may be via email or phone, including voicemail.

Please note, selection processes may take some time and may include multiple panel interviews online or in person. You may be invited for further conversation or interview, or if short listed, panel interviews, and further meetings, as required. These may be conducted over several months. You will be notified of the outcome by email or phone, at the various stages that apply. There may be long gaps in communications.

Referees nominated will only be contacted if you are successful in moving to later stages of the process. Further referees may be formally requested at the appropriate stage, after any panel interviews.

Probity checks must be completed in full before you can be considered for appointment.

Applicants should keep a copy of the Candidate Brief, which includes the position description.

For more information after reviewing this position description and the microsite, and optimally after submitting your CV, please contact Penny Wilson, penny.wilson@shk.com.au (preferred) or text 0434 589 284 or contact Evan Willen on evan.willen@shk.com.au, 0403 608 175.

Position Summary

Title	Chief Executive Officer (CEO)
Purpose	<p>The Chief Executive Officer contributes to TAFE Gippsland's performance and reputation through:</p> <ul style="list-style-type: none"> • Developing with the Board, and driving the execution of, the Institute's vision and strategy; • Ensuring the achievement of TAFE Gippsland's strategic and operational goals; • Developing and growing the business; • Positively contributing to regional economic development through enabling the Institute's vision and ensuring readiness of skills and training to meet the needs of the region; • Advocating through the state and national TAFE network to drive improved student and industry outcomes through partnerships and collaboration across the TAFE network; and • Influencing the development of policy to ensure place-based considerations are adopted and government policy is implemented effectively.
Reports To	The Chair of the Board
Location	Yallourn or other major campus location as required

Overview

The Chief Executive Officer (CEO) is responsible for providing strong, strategic and inspirational leadership to TAFE Gippsland, significantly contributing to the achievement of the Institute's vision of a skilled and thriving Gippsland.

The CEO will lead and drive the achievement of TAFE Gippsland's Strategic Plan objectives to provide organisational sustainability, high performance and to excel in vocational education and training, thereby enhancing the social and economic futures of individuals, industry and communities.

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The CEO will drive the engagement with the Victorian Skills Authority (VSA), the Office of TAFE Co-ordination and Delivery (OTCD) and the broader TAFE network. The CEO will also work closely with the National TAFE Network and Victorian TAFE Network to drive and influence positive outcomes for the broader TAFE Network noting the particular importance and impacts at a regional level.

The CEO is accountable to, and works closely with the Board, to provide direction and leadership to the Executive team to ensure that TAFE Gippsland delivers on its Statement of Priorities and the Strategic Plan goals of:

1. Students: A positive student experience leading to successful outcomes
2. Staff: A safe and healthy workplace, diverse workforce and high-performance culture
3. Stakeholder engagement: Strong relationships lead to shared success
4. Organisational Health: A strong and financially sustainable TAFE Gippsland

The CEO will perform their roles and responsibilities in line with Standing Directions 2018 – Direction 2.3.1 Accountable Officer – General Responsibilities.

Key Accountabilities

Setting the Tone	<ul style="list-style-type: none"> • Create a work and learning environment which facilitates growth, development and achievement for staff and students. • Lead and develop an accountable, ethical and high functioning executive leadership team that empowers and embodies our values throughout our organisation. • Oversee the development and implementation of organisational development policies and processes which ensure the consistent application of Victorian public-sector values and employment principles. • Advocate for TAFE's role in regional economic transformation, ensuring that the institution is a key driver in building a resilient, future-ready workforce.
Strategic and Innovative Leadership	<ul style="list-style-type: none"> • Lead the development of the Strategic Plan with the Board and executive team. • Clearly articulate the Strategic Plan's deployment through prioritising operational strategies across the organisation. • Continually improve alignment with the needs of students, learners, industry and other stakeholders. • Lead responses to a broad range of economic and educational trends. • Continue to build, diversify and right-size TAFE Gippsland's business within a backdrop of Gippsland's training needs, competition and government policy. • Commission innovative and major projects involving, for instance, the investment of funds, from governments, industry and supplier partners and growing staff capabilities and performance. • Lead and continually drive strong financial performance from diverse business operations reflecting regulatory frameworks and competitive markets. • Drive transformative and visionary leadership to influence a complex network of community, government, education and industry stakeholders in the development of workforce capability strategies designed to underpin the clean energy transition across the Gippsland region.

Job Description

Delivery of Quality Vocational Education and Training	<ul style="list-style-type: none"> • Oversee the design, marketing, promotion, delivery and quality of TAFE programs, products and associated services that meet the needs of learners, employers and communities across Gippsland in collaboration with the VSA, OTCD and the TAFE network. • Collaborate with the VSA, OTCD and the broader TAFE network to develop standardised processes, quality and continuous improvement programs which provide measurable outcomes in quality educational services and products and drive consumer confidence and improve efficiencies. • Direct the focus of teaching and learning strategy leading to the development and successful implementation of innovative learning products aligned to current and emerging industry skills requirements. • Promote and implement innovative approaches to education and training that enhance the region's economic growth, addressing emerging skills gaps and new industry opportunities.
Financial, Risk and Facilities Management	<ul style="list-style-type: none"> • Prudently manage TAFE Gippsland's resources within Budget, Ministerial, Departmental and Board guidelines and current laws and regulations. • Ensure the Institute's financial management compliance. • Provide assurance to the Institute's Audit and Risk Committee on the Institute's budgets and financial projections, and financial and performance reports, and the integrity of information relevant to financial management, performance and sustainability in the Institute's Annual Report. • Manage resources effectively, ensuring financial sustainability while maximizing the economic impact of TAFE's programs on local employment, business growth, and regional development. • Identify assess, and mitigate risks to ensure the institution's compliance, financial stability, operational continuity, and long-term strategic success, while fostering a strong risk-aware culture across the organisation. • Ensure the ongoing sustainability and growth of TAFE Gippsland through broad based commercial and government training revenue strategies that capitalise on both short and long-term industry trends and opportunities. • Develop compelling cases to partner with industry and stakeholders to identify funding opportunities for investment beyond reliance on government in relation to current and emerging equipment and infrastructure needs.
Community, Public and Departmental Relations	<ul style="list-style-type: none"> • Ensure that TAFE Gippsland's vision, roles, strategic goals and objectives outlined in the Strategic Plan are consistently presented. • Maintain a high public profile with relevant stakeholders, advocating effectively for TAFE Gippsland and the Gippsland region in a range of high-level public and private forums. • Represent TAFE within the community, ensuring it remains responsive to regional needs and plays a key role in local social and economic development. • Influence regional education and workforce development policy by engaging with government, industry leaders, and key stakeholders to advocate for TAFE's role in addressing regional needs and shaping future training and economic strategies. • Manage and develop positive relationships as a trusted partner with the Department of Jobs, Skills, Industry and Regions, OTCD and VSA including identifying resource requirements and researching funding sources.
Governance and Compliance	<ul style="list-style-type: none"> • Develop and maintain a robust governance and compliance framework that ensures adherence to all legislative, regulatory, and contractual requirements, including financial management, educational standards, WHS legislation, and any other relevant laws and frameworks. • Establish and maintain a strong, healthy and professional partnership with the Board as a voting member.

- Ensure productive and effective Board governance, administration and decision- making processes.
- Be accessible to the Chief Financial Officer, Audit and Risk Committee and internal audit function to enable those positions to carry out their duties.
- Meet internal and external reporting and information provision requirements.
- Must, as soon as practicable, provide the Responsible Minister and the Department of Jobs, Skills, Industry and Regions with any information related to financial management, performance and sustainability required by the Responsible Minister, and any significant issue that may affect the Institute's or State's financial performance, sustainability or reputation.
- Must, as soon as practicable, provide the Board with any information related to financial management, performance and sustainability matters.
- Ensure compliance with TAFE Gippsland's Statement of Priorities with the Department of Jobs, Skills, Industry and Regions, Funding Agreements, ASQA requirements, WHS legislation and regulations, Standing Directions under the Financial Management Act 1994 and any other regulatory frameworks.

Essential Behavioural Competencies

Strategic Agility: Sees ahead clearly, can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulate credible pictures of possibilities; can create competitive breakthrough strategies and plans by challenging the status quo.

Managing Vision and Purpose: Communicates the TAFE Gippsland vision and talks beyond today; talks about possibilities; creates milestones and rallies support behind the vision can inspire and motivate others around them to achieve the vision.

Drive for Results: Can be counted on to exceed goals successfully; very bottom-line oriented; steadfastly pushes self and others to deliver outstanding results; acts decisively to create business improvement.

Leadership: Establishes a strong team-based environment; inspires and engages people to be the best they can be; shares wins and successes; fosters open dialogue; engages and motivates team members to build high performance teams; identifies and builds talent across TAFE Gippsland; defines success in terms of the whole team.

Organisational Agility: Understands the complexities of organisations and how to get things done both through formal channels and the informal networks; understands the cultures of organisations; promotes change through words, actions and priorities.

Political savvy: Can manoeuvre through complex situations effectively and quietly; is sensitive to how people and organisation's function; anticipates where the land mines are and plans their approach accordingly.

Managing and Measuring Work: Clearly assigns responsibility for tasks and decisions; sets clear objectives performance targets and measures; monitors process, progress and results; designs appropriate feedback and improvement loops.

Required Knowledge & Skills

Education & Experience	<ul style="list-style-type: none"> • Relevant tertiary and post-graduate qualifications in business, education and/or related subjects
Essential Knowledge and Skills	<ul style="list-style-type: none"> • Executive level knowledge and experience with corporate governance, performance and organisational sustainability strategies gained within the private or public sector. • In depth knowledge and experience within the TAFE sector at the executive level is desirable but not essential

- Proven ability to motivate a diverse and technology savvy workforce facilitating the rapid exchange of ideas across a broad range of constituencies, internal and external to the Institute.

Key Functional Relationships

Internal	<ul style="list-style-type: none"> › Board members › Executive Directors › Staff and students
External	<ul style="list-style-type: none"> › Federal, state and local governments › Industry stakeholders › Community stakeholders › The TAFE network and other RTO's › VSA, DJSIR and OTCD

Mandatory Requirements

- Current Drivers Licence as some travel between campuses will be required
- Valid Working with Children Clearance (WWC)
- Current (less than 12 months old, and renewable every 5 years) satisfactory National Police Check
- Valid COVID-19 Vaccination Certificate

Key Selection Criteria

1. A track record of experience and expertise in executive management that achieved business objectives, financial performance and high standards of ethics and organisational culture.
2. Demonstrated experience in developing and leading, accountable, ethical and high functioning executive and management teams.
3. Demonstrated capacity to lead and develop a (predominantly tertiary) vocational education and training organisation that provides high quality services, responsive to student and industry needs, and complies with government policies and regulation.
4. Demonstrated capacity to develop and manage complex stakeholder relationships.
5. Demonstrated achievement in leading the development and deployment of effective and innovative strategic and risk management frameworks.
6. Demonstrated capacity to establish strong and professional relationships with a Chair and a Board of Directors and ensure effective governance processes.
7. Demonstrated high levels of judgement, decision making capability, and written and verbal communication skills.

Version Control and Sign off

Effective Date: Updated (v3) 20 November 2024

Prepared by: Chairman in consultation with Board Directors

Approved by: Chairman

Employee Sign-Off:

Date:
