

SHK

# BENDIGO KANGAN INSTITUTE (BKI)

**Chief Quality and Learning Officer**

Candidate briefing

May 2026

**WE KNOW WHERE**



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## Role

<b>Title</b>	Chief Quality and Learning Officer
<b>Reports to</b>	Chief Executive Officer
<b>Location</b>	A BKI campus office, as agreed
<b>Direct reports</b>	4 (~50 staff, to be confirmed)
<b>Remuneration</b>	PESES-2 Total Remuneration Package (TAFE executive range applies)

## The organisation

**Bendigo Kangan Institute (BKl)** is a Victorian Government entity and integrated skills provider comprising **Bendigo TAFE, Kangan Institute, VETASSESS and eWorks**. Operating at significant scale, BKl delivers vocational education, assessment and digital capability that supports workforce participation, productivity and economic growth across Victoria, nationally and internationally.

With nine campuses from Docklands to Echuca and a growing portfolio of onshore, offshore and digital delivery, BKl is positioned at the intersection of public value, industry demand and regulatory accountability. BKl encompasses:

- Kangan Institute - provider of vocational education and training (VET) for metropolitan Melbourne
- Bendigo TAFE - provider of vocational education and training (VET) for regional Victoria.
- VETASSESS – Australia’s leading authority in qualifications and skills assessment, particularly for skilled migration.
- eWorks – provider of holistic online solutions and e-learning systems for organisations and education providers.

The Institute is focused on maturing its commercial discipline, product performance and organisational self-assurance.

**BKI's purpose** is changing lives through the power of education and skills.

**Signature behaviours**

- Own it: Make it happen
- Team up: Achieve more together
- Push the envelope: Be curious and take risks.

For more information, see <https://bendigokangan.edu.au/>.

# Future strategy

For the Growth for Impact Strategy to 2030, please see <https://bendigokangan.edu.au/growth-for-impact/>. A snapshot of the four key pillars and impacts is below.

OUR PURPOSE

**Changing lives through the power of education and skills**

OUR SIGNATURE BEHAVIOURS

**Own It (Make it happen)**  
**Team Up (Achieve more together)**  
**Push the Envelope (Be curious and take smart risks)**

**Pillar 1**

**Our Students and Customers**  
 Our goal: High-quality services where every student and customer feels confident to take their next step.

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**1.1**  
 Integrate education and employment to enhance student outcomes.

**1.2**  
 Provide best-in-class wraparound support and services that our students and customers need to succeed.

**1.3**  
 Reimagine a consistent, modern and high-quality student and customer experience that meets their expectations.

**Pillar 2**

**Skills and Solutions**  
 Our goal: Innovative solutions and partnerships that shape industries.

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**2.1**  
 Accelerate future skills in sectors of government and industry priority.

**2.2**  
 Innovate our business models to diversify our training, skills and assessment opportunities.

**2.3**  
 Grow and build partnerships with employers, industry, secondary and tertiary education providers to fill skills gaps locally and globally.

**Pillar 3**

**Our People and Communities**  
 Our goal: Empowering our people and communities to thrive.

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**3.1**  
 Ensure a compelling employee value proposition that attracts, retains and nurtures our talent.

**3.2**  
 Embed an organisational culture that increases our impact, empowers employees, drives performance and celebrates diversity.

**3.3**  
 Maximise the use of our resources to foster vibrant communities.

**Pillar 4**

**Organisational Sustainability**  
 Our goal: A leading and sustainable skills organisation.

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**4.1**  
 Continuously improve our operations to drive superior performance, operational efficiency, and long-term financial sustainability.

**4.2**  
 Implement impactful ESG initiatives across our operations and achieve our emissions reduction targets.

**4.3**  
 Mature into a highly agile and resilient organisation that adapts to changing market conditions, customer needs, and technological advancements.

**BY DECEMBER 2030 WE WILL HAVE:**

Our Student Completion Rate is <b>60%</b>	We have a Customer NPS of <b>+44</b>	<b>80%</b> of our people say they are enabled to do their job	Our Operational Profit is <b>7%</b>	We have a Market Share of <b>9.5%</b>	We have reduced our Carbon Footprint by <b>70%</b>
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## 2030 Outcomes

By December 2030, BKI aims to achieve:

- A student completion rate of 60%
- A customer Net Promoter Score of +44
- 80% of employees feeling enabled and motivated to perform in their roles
- An operational profit of 7%
- A market share of 9.5%
- A 70% reduction in carbon footprint.

# Role context

Vocational education and training is undergoing profound change - driven by workforce disruption, regulatory reform, industry transformation and rising expectations from learners, employers and communities.

Bendigo Kangan Institute (BKI) is responding boldly. Towards BKI's strategic aspirations, the organisation has refocussed its structure and created a new executive - **Chief Quality and Learning Officer (CQLO)** - to lead educational quality, academic governance and learning excellence at scale, and to play a highly visible role in shaping the future of Victoria's skills system.

This is a rare opportunity for a senior VET leader to step into a pivotal, enterprise wide role with strong Board and CEO visibility, genuine authority, and licence to drive internal transformation and external influence.

The **Chief Quality and Learning Officer (CQLO)** will lead enterprise wide reform of educational quality, teaching and learning performance, product strategy and regulatory assurance across one of Australia's largest and most complex public training providers.

Reporting to the Chief Executive Officer and operating as a senior member of the Executive Leadership Team, the CQLO holds a mandate to modernise quality systems, strengthen risk based self-assurance and ensure the Institute's course portfolio delivers clear workforce impact, industry relevance and sustainable returns.

This role will appeal to a reform oriented executive who thrives in high accountability environments, can balance integrity with pragmatism, and is motivated by shaping large scale systems rather than incremental improvement.

## Executive culture

The Executive Team at BKI is united in leading culture across the organisation by:

- Being curious
- Bringing the best out of themselves and others through accountability and ownership
- Serving the organisation's purpose with clarity.

# Role overview – a new opportunity

This is an opportunity to shape the future quality, credibility and performance of vocational education in Victoria at scale. The CQLO will be central to positioning Bendigo Kangan Institute as a trusted, high performing public provider with strong regulatory standing, a disciplined product portfolio and consistently high quality learning outcomes.

For the right executive, this role offers purpose, influence and the mandate to drive meaningful system level reform.

The CQLO provides enterprise leadership across:

- Educational quality, academic governance and self-assurance maturity
- Teaching and learning performance, pedagogy and assessment integrity
- Product strategy, portfolio optimisation and lifecycle management
- Educator capability, credential assurance and workforce readiness
- Regulatory compliance, audit readiness and external assurance
- Sector leadership, partnerships and policy engagement



The role advises the CEO and Board on quality risk, regulatory exposure, workforce capability and portfolio decisions, and leads a portfolio of approximately 50 staff through ~4 direct reports.

This position combines strategic influence with operational grip, requiring the ability to translate regulation and policy intent into efficient, scalable systems that support organisational performance.

## The advertisement

### CHIEF LEARNING AND QUALITY OFFICER

- **Aspirational executive role: shape the sector**
- **Lead internal and external transformational change**
- **Large Victorian TAFE with a growing national reach**

#### **About the organisation**

Vocational education is transforming fast, and Bendigo Kangan Institute (BKI) is leaning into that change. One of Victoria's largest TAFEs and a Victorian Government entity, BKI operates nine campuses from Docklands to Echuca and brings together Bendigo TAFE, Kangan Institute, VETASSESS and eWorks. With 150 years behind it and a clear new direction ahead, BKI is boldly redesigning how it works so it can lift quality, respond to industry and learner needs, and play a stronger leadership role across the VET sector in Victoria and beyond.

#### **About the role**

The Chief Quality and Learning Officer (CQLO) is a newly created executive role reporting to the CEO, established to fundamentally reshape how quality and learning are led across the organisation. The CQLO brings together key functions that influence educational standards and learner outcomes including academic quality, curriculum and product development, educator capability, vocational and migration policy, higher education pathways and continuous improvement. Sitting outside delivery operations, the role has clear authority to safeguard standards, strengthen regulatory compliance, lift educator capability and steward products from design to delivery. With strong Board visibility, the CQLO plays a central role in guiding strategic decisions and positioning BKI as a quality leader in a changing sector.

#### **About you**

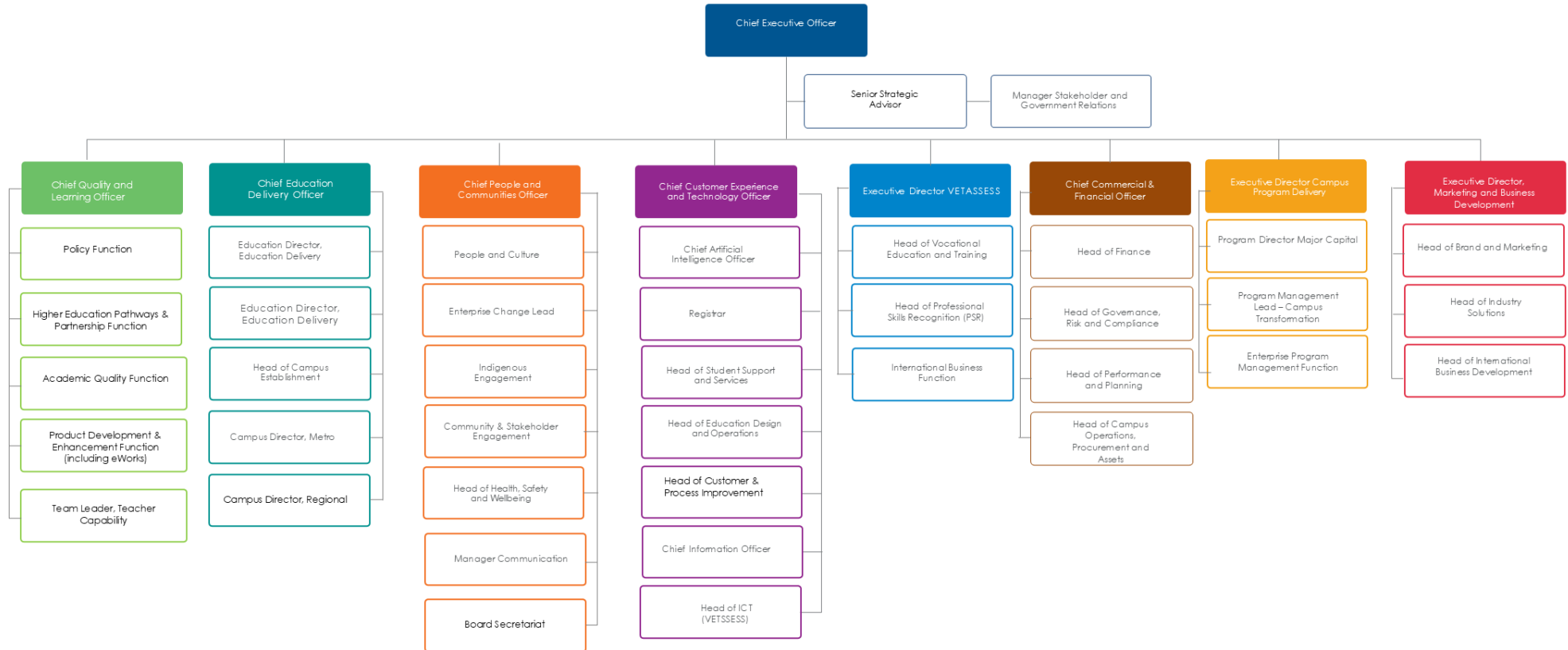
A transformational leader, you are a senior vocational education executive who sees reform as an opportunity to do things better. With solid experience leading complex teams in TAFE or dual sector environments, you bring deep understanding of RTO regulation, training packages and vocational policy, along with the credibility to engage confidently with regulators, government, industry and Boards. You enjoy building new ways of working, cutting through complexity and making tough calls where quality and standards are on the line. Your personal brand matches BKI's signature behaviours: 'own it, team up and push the envelope'. Most of all, you are excited by the chance to lead real change, create impact through vocational education, and help shape the future of learning at BKI and across the sector.



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# Organisational structure

Please see the indicative organisational chart below for the structure post appointment of this new role. (Note this is subject to change).



# Collective executive accountabilities

## Organisational accountability

- Enterprise strategy and whole of institute leadership
- Contribution to enterprise strategy and institutional direction
- Advisory role to the Chief Executive Officer and Board.

## Governance, risk and compliance stewardship

- Oversight of regulatory compliance responsibilities
- Identification, management and mitigation of enterprise risks
- Board reporting and assurance obligations.

## Financial and resource stewardship

- Accountability for budgets and financial performance
- Application of value for money principles
- Focus on long term financial and operational sustainability.

## Stakeholder, government and sector engagement

- Representation to government, regulators, industry and community
- Protection and enhancement of institutional reputation
- Strategic relationship management across the sector.

## Organisational performance and continuous improvement

- Data driven decision making
- Performance monitoring, reporting and analytics
- Leadership of a continuous improvement culture.

## Cultural leadership and people stewardship

- Building and sustaining high performing teams
- Promoting accountability, collaboration and ethical behaviour
- Embedding inclusion and psychological safety.

## Transformation and change leadership

- Leadership of digital transformation initiatives
- Oversight of complex organisational change
- Delivery of capital, program and product reform initiative

## Health, safety and wellbeing leadership responsibility

- Visible leadership and commitment to health, safety and wellbeing
- Compliance with occupational health and safety legislation and Institute management systems
- Integration of health, safety and wellbeing risk management into strategy, decisions and operations.



## Child safety leadership responsibility

- Compliance with child wellbeing and safety legislation, standards and mandatory reporting obligations
- Oversight of identification, management and escalation of child safety risks
- Promotion and modelling of a culture of child safety and zero tolerance for abuse.

# Key role accountabilities

## Quality, Governance and Assurance

- Lead a contemporary, risk based Educational Quality and Self Assurance Framework
- Ensure ongoing compliance with the Standards for RTOs (2015 and revised 2025 Standards) and Credential Policy
- Oversee academic governance structures, ensuring decision making is timely, evidence based and commercially informed
- Provide clear, decision focused reporting to the CEO, Board and relevant Committees.

## Teaching and Learning Performance

- Set strategic direction for teaching quality, assessment integrity and learning consistency at scale
- Embed performance measures that lift student outcomes, completion rates and learner experience
- Drive adoption of contemporary delivery models aligned to workforce and learner demand.

## Product Strategy and Portfolio Optimisation

- Lead end to end course lifecycle management, from market sensing and co design through approval, delivery, review and rationalisation
- Ensure the portfolio is industry aligned, compliant and financially sustainable
- Partner with industry, universities and government to deliver fit for purpose, future focused training solutions.



## Educator Capability and Workforce Assurance

- Deliver a forward looking Educator Capability and Professional Development Strategy aligned to scale and productivity
- Ensure compliance with trainer and assessor credentialing, VET currency and supervision requirements
- Strengthen data, systems and accountability for workforce capability assurance.

## Sector, Government and Regulator Engagement

- Act as BKI's senior authority on quality and regulation with ASQA, government and sector bodies
- Anticipate regulatory and policy shifts and position the Institute for smooth, low risk transition
- Contribute to broader sector reform discussions and initiatives.

## Executive Leadership and Change

- Contribute to enterprise strategy, transformation and reform priorities
- Lead with clarity through complexity, fostering accountability and disciplined execution
- Model inclusive, values led leadership and a strong commitment to health, safety and wellbeing.

# Remuneration and probity

The Total Remuneration Package (TRP) for this position is equivalent to the Prescribed Entity SES-2 Band (PESES-2), **including** statutory superannuation, now 12%. Ministerial directions and TAFE executive work value determinations **cap the salary range**, which is \$298,489 to early \$300,000s.

A competitive salary will be agreed, within the band as per the TAFE determination range. Proof of salary may be required.

Guidance based on [VPSC protocols](#) and [VIRT executive](#) remuneration decisions also apply.

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

Note this role must adhere to all probity requirements prior to appointment, and a Working With Children Check is mandated. Qualifications must be validated.

## How to apply

BKI is partnering with SHK Asia Pacific on this search. **Applications are to be submitted online** by visiting <https://www.shk.com.au/jobs> (preferred), scroll down to this opportunity.

- You are **not** required to separately address the Key Selection Criteria. Your **CV (résumé) must demonstrate achievements** commensurate with the position description.
- **Submit your CV** (no more than five pages) and a **concise cover letter** (one page or an email), broadly addressing your proposition for the role
- See the advertisement for the **close date**.



If you are **unable** to apply online, please email your application to [applymel@shk.com.au](mailto:applymel@shk.com.au) quoting **#3591652 and the role title** in the subject line. Please check on email receipt if no reply in five working days, due to email security filters.

Candidates may be contacted by **email or phone, including voicemail message**. Direct and third-party applications will be forwarded to SHK. There is a concurrent search.

Please note, selection processes **may take some time**, and may include multiple panel interviews and meetings. You may be invited for a further conversation or invited to an interview with the Consultant. Our client will be consulted throughout the process and will be making decisions on progression stages. If you are shortlisted and invited to meet with Panel, you will be provided with advice on the Panel format.

**Referees will be formally requested at the appropriate stage**, after Panel. Probity documentation and proof of qualifications as required by BKI and the Victorian Public Sector may be requested prior to a candidate being recommended for appointment. All probity requirements must be met.

Applicants should **keep a copy** of the Candidate brief and position description as it cannot be accessed once the job has closed.

For more information **after reviewing this document** and ideally after submitting your CV, please contact Penny Wilson, Senior Partner, SHK on + 61 434 589 284, [penny.wilson@shk.com.au](mailto:penny.wilson@shk.com.au)

Full details of SHK's **privacy policy** may be found online at <https://www.shk.com.au/privacy-policy>.

## Candidate experience

You will receive an email confirming your online application was lodged successfully. Please check junk/filter folders if not seen.

Advice of your status and the outcome regarding next steps will likely be early to mid-June, with interview panels and further processes mid to late June – subject to change. SHK will contact you if we require further information or of any updates. All candidates will be notified of the outcome.

# Contact

**Bendigo Kangan Institute (BKI)** is partnering with SHK on this key project and has appointed SHK **Senior Partner and Sector Lead, Government and Public Policy, Penny Wilson**, to lead this search.



Penny Wilson is a Senior Partner and Sector Lead, Government and Public Policy for SHK across senior executive search and advisory.

Penny specialises in regulatory and public policy-based leadership C-Suite and Board appointments and advisory projects. She has deep and specific expertise in delivering assignments in complex governance, highly visible and accountable areas at the executive level within government, not-for-profit organisations and the private sector.

With more than 20 years of government, not-for-profit and consulting leadership experience, Penny brings to her search practice s practical understanding, broad cross-sectoral networks and an appreciation of contemporary leadership methodologies. She began her professional career in the Commonwealth Public Service, returning to the Victorian Public Service as an executive after a series of leadership roles in public policy, research, lobbying, regulation, community services and peak bodies. Penny was subsequently the Chief Executive Officer for non-profit organisations within Victoria, before joining the executive search practice at SHK.

Currently Penny is leading a number of public and confidential searches for government, non-profit and private sector clients. A trusted adviser, has interests in women and leadership, and in assisting internal candidates to fully participate in external selection processes.

With a long history serving on board and committees, Penny has extensive governance experience, including serving three terms as a Governor-in Council appointed member of the Adult, Community and Further Education Board of Victoria.

Penny holds a First-Class Honours degree in Social Sciences from La Trobe University, complemented by qualifications in business, communication and training. Penny is a Williamson Fellow with Leadership Victoria and a Graduate of the Australian Institute of Company Directors.

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