

SHK

BENDIGO KANGAN INSTITUTE (BKI)

Chief Education Delivery Officer

Candidate briefing

May 2026

WE KNOW WHERE



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Role

Title	Chief Education Delivery Officer
Reports to	Chief Executive Officer
Location	A BKI campus office, as agreed
Direct reports	7 (~ 600 staff) – subject to change
Remuneration	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.

<p>OUR PURPOSE</p> <p>Changing lives through the power of education and skills</p>		<p>OUR SIGNATURE BEHAVIOURS</p> <p>Own It (Make it happen) Team Up (Achieve more together) Push the Envelope (Be curious and take smart risks)</p>	
<p>Pillar 1</p> <p>Our Students and Customers Our goal: High-quality services where every student and customer feels confident to take their next step.</p> <p>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.</p>	<p>Pillar 2</p> <p>Skills and Solutions Our goal: Innovative solutions and partnerships that shape industries.</p> <p>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.</p>	<p>Pillar 3</p> <p>Our People and Communities Our goal: Empowering our people and communities to thrive.</p> <p>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.</p>	<p>Pillar 4</p> <p>Organisational Sustainability Our goal: A leading and sustainable skills organisation.</p> <p>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.</p>

BY DECEMBER 2030 WE WILL HAVE:

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

The **Chief Education Delivery Officer (CEDO)** is being appointed at a pivotal moment for Bendigo Kangan Institute. Under new leadership, BKI is resetting its strategic direction, executive structure and operating model to create a more coherent, high-performing and sustainable organisation. Central to that reset is the separation of quality and delivery accountabilities, with the newly created CEDO and CQLO roles forming a complementary executive pairing.

Within this context, the **CEDO** carries primary responsibility for the performance of the delivery engine of the Institute, spanning metropolitan and regional operations, with a mandate to improve consistency, strengthen accountability and lift outcomes for learners, industry and government. The role sits at the intersection of operational performance and strategic reform, where immediate delivery pressures must be balanced with longer-term structural and cultural change. It also reflects the scale and complexity of BKI as one of Victoria's largest TAFEs, with a large, dispersed workforce, diverse program portfolio and strong expectations from government, Board and stakeholders for improved performance and sector leadership.

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 significant opportunity

This is an opportunity to shape the future quality, credibility and performance of vocational education in Victoria at scale. The CEDO is a critical member of the Executive Team, accountable for leading and improving education delivery across the full breadth of BKI's operations.

For the right executive, this role offers purpose, influence and the mandate to lead meaningful delivery and reform for the benefit of BKI learners and communities across the state.

The CEDO brings together a large and complex delivery system and is responsible for:

- **Delivery performance** — leading end-to-end education delivery across campuses and program areas, including enrolments, completions, student outcomes, safety, compliance and financial sustainability
- **Operating model and structure** — simplifying and reshaping delivery structures, clarifying accountability and embedding consistent ways of working across metro and regional operations
- **Workforce leadership and capability** — building a high-performing leadership cohort, strengthening capability and enabling teams to deliver with ownership and accountability
- **Industry alignment and stakeholder engagement** — aligning programs to workforce needs and maintaining strong relationships with industry, employers, government and community stakeholders
- **Transformation of delivery models** — advancing more flexible, responsive and scalable delivery approaches, including the adoption of new systems, technologies and delivery methods



- **Organisational contribution** — working closely with the CEO, the Chief Quality and Learning Officer and the wider Executive Team to deliver enterprise strategy and position BKI as a leading public provider.

Through this remit, the CEDO plays a central role in lifting performance, strengthening consistency and enabling BKI to deliver high-quality, industry-relevant education at scale.

The CEDO also represents BKI externally, strengthening relationships with industry, government and community stakeholders, and contributing to the Institute’s role as a leading public provider within the Victorian VET system.

The advertisement

CHIEF EDUCATION DELIVERY OFFICER

- **Aspirational executive role: lead delivery at scale across Victoria**
- **Drive operational excellence and system-wide transformation**
- **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 to create greater impact through quality learning and student outcomes, 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 Education Delivery Officer (CEDO) executive role reporting to the CEO, responsible for leading education delivery across BKI at scale. Bringing together campuses, program areas and delivery functions, the role is accountable for operational performance across enrolments, student outcomes, safety, compliance and financial sustainability. Working closely with the Chief Quality and Learning Officer, the CEDO will drive transformation of delivery models, continue to ensure consistency across metro and regional operations, and align programs to industry and community needs. With strong Board visibility and significant external engagement, the role plays a central part in shaping how BKI delivers high-quality, industry-relevant education now and into the future.

About you

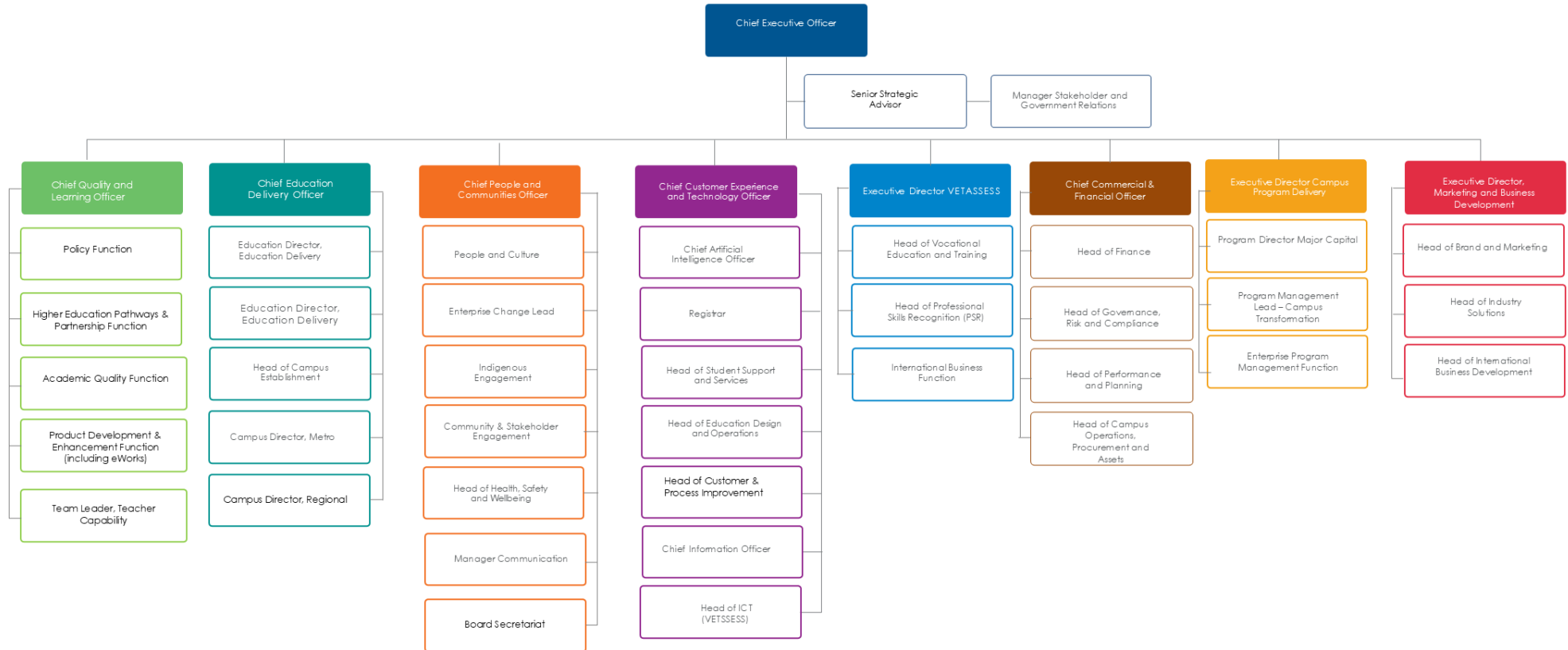
A seasoned delivery leader, you bring deep experience running large, complex service operations, ideally within TAFE or a comparable regulated environment. You combine operational discipline with strategic thinking, able to manage risk, drive performance and deliver outcomes while engaging confidently with industry, government and community stakeholders. You are known for building capability and empowering your teams, striking the balance between hands-on leadership and enabling others to succeed. Comfortable in environments of change, you bring the resilience, judgment and clarity to lead transformation and improve outcomes at scale. Your leadership style reflects BKI’s signature behaviours: own it, team up and push the envelope and you are ambitious for the impact on community and economy that BKI seeks for the state.



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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

Strategic leadership and performance

- Lead the Education Delivery Group to achieve organisational objectives, including enrolments, completions, quality, safety, compliance, and financial performance
- Drive productivity, commercial outcomes, and BKI's effectiveness as a public VET provider
- Provide strategic direction aligned to organisational goals and long-term workforce needs.

Education delivery excellence

- Oversee the design and delivery of high-quality, end-to-end learner experiences across all stages of the learning journey
- Ensure curriculum, training delivery, and learning outcomes meet current and emerging industry workforce needs
- Monitor and continuously improve instructional quality, learner outcomes, and teaching effectiveness.

Transformation, innovation and continuous improvement

- Lead the development and implementation of future-focused operating models, systems, and technologies
- Drive innovation in teaching and learning, including scalable, flexible, and agile delivery models
- Partner with the Chief Quality and Learning Officer to lead sector-leading transformation and system integration initiatives.



People, culture and capability

- Build and lead a high-performing, engaged workforce aligned to BKI values and committed to excellence
- Foster a culture of collaboration, accountability, innovation, and continuous improvement
- Ensure a safe, healthy, diverse, and inclusive workplace and learning environment for staff and learners.

Collaboration and stakeholder engagement

- Promote cross-organisational collaboration to deliver integrated, whole-of-organisation outcomes
- Build and maintain strong partnerships with industry, employers, and key stakeholders
- Position BKI as a trusted skills partner and influential voice in the education and training sector.

Industry alignment and workforce development

- Collaborate with industry to co-design education programs that address skills gaps and workforce priorities
- Identify partnership opportunities that enhance workforce development and community impact
- Ensure strong alignment between training delivery and industry requirements.

Governance, advice & advocacy

- Provide authoritative advice to the CEO, Board, senior executives, and external stakeholders
- Ensure compliance with regulatory standards and uphold strong governance practices
- Advocate for BKI's strategic objectives across government, industry, and the broader education sector.

Commercial and operational management

- Apply strong commercial acumen to achieve sustainable financial performance
- Balance quality, risk, compliance, and financial considerations in decision-making
- Drive operational efficiency through effective systems, processes, and resource allocation.



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 quoting **#3600183 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

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 from later 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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