



Chief People, Culture & Strategy Officer

Bendigo Kangan Institute

Success Profile – October 2020





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Advertisement

Chief People, Culture and Strategy Officer

- Be part of a new executive team leading a bold and ambitious transformation
- Drive strategy development and execution across the organisation
- Champion and further embed an engaged and positive high-performance culture

Bendigo Kangan Institute (BKI) is one of the largest TAFEs in Victoria with ten campuses stretching from Cremorne to Echuca. It supports over 35,000 students each year and employs more than 1,500 staff. As a significant provider supporting both metropolitan and regional communities, this organisation truly touches a large proportion of Victorians. Under the leadership of an inspiring CEO and supportive Board, BKI is embarking upon a significant transformation journey that will deliver an industry-leading, modern and financially sustainable organisation that continues to provide positive outcomes for students. One of the first steps in this journey is the implementation of a newly aligned structure and appointment of the new executive team to lead this change.

Reporting to the CEO, you will work closely with the new executive team to create and drive strategy development and execution across the organisation. This role will champion people capability and workforce planning, to ensure we have the right people with the right skills, where we need them most. As a visionary leader, you will engage and influence across the diverse organisation to ensure alignment of values, and continue to build upon BKI's purpose and passion driven culture. This strategic and dynamic role will develop and deliver across all pivotal human resource areas including workforce planning, organisational capability, cultural development and OH&S.

As an experienced people and culture executive, you will bring significant experience developing and driving strategy and are attracted to a broader portfolio beyond just HR. You will have sound knowledge and experience across the spectrum of human resources activities, and a track record of uplifting capability and embedding best practice around associated processes and procedures. An ability to drive change and lead through influence is essential for this role. As BKI embarks on an ambitious transformation journey, you will apply your own transformation expertise to collaborate with the executive team, ensuring BKI continues to evolve as the leading educational provider for the Victorian community.

Under the leadership of an inspiring CEO and supportive Board, BKI is embarking upon a significant transformation journey that will deliver an industry-leading, modern and financially sustainable organisation that continues to provide positive outcomes for students. To learn more about this BKI transformation, this exciting opportunity and to hear from the CEO please visit: <https://www.davidsonexecutive.com.au/clients/bki>

Bendigo Kangan Institute maintains an inclusive and flexible workplace that embraces diversity of backgrounds and differences to realise the potential of its employees.

To apply, please click the 'Apply Now' button and upload your application. For further information or a confidential discussion, please contact Vanessa Huxley on 0417 70 112 or Jarrod McLauchlan on 0407 808 517 from Davidson Executive who are partnering with Bendigo Kangan Institute and on this critical appointment process.

About Bendigo Kangan Institute



The Bendigo Kangan Institute (BKI) Group comprises the following three strategic business units:

1. Kangan Institute and Bendigo TAFE; prominent providers of vocational education and training (VET) for metropolitan and regional Victoria respectively.
2. VETASSESS; a leading Australian Assessing Authority and independent assessment-only registered training organisation for clients nationally and internationally
3. eWorks; an e-learning hosting, content and consultancy specialist.

With the strong commitment to TAFE by the Victorian Government through its Skills First policy and the continued support by BKI's industry partners and advisory boards, the Institute's mission centres its commitment to improve workforce participation and Victoria's ongoing economic growth.

With more than 35,000 student enrolments and 25,000 skills assessments each year, BKI impacts the next steps in the careers of a significant number of individuals locally and internationally. The Institute employs over 1,000 staff and is committed to environmental sustainability and social initiatives that benefit our local communities.

Bendigo TAFE and Kangan Institute provide a strong, stable, high quality training system that gives everyone the opportunity to develop the skills they need and the skills employers want – for today and tomorrow.





Our Vision, our Values and our Mission

Our Values underpin the behaviours expected of all employees and our aspiring student centred culture at Bendigo Kangan Institute.

They also reflect those expected of every employee in the Victorian Public Sector in order to uphold community expectations. All employees are expected to live these values daily, in all our decisions and actions.

Vision: Our vision is to empower people and industry with the skills to create a bright future.

Values:

Respect

We recognise and respect the different needs and perspectives of others, by treating everyone as we wish to be treated ourselves.

Accountability

We take personal accountability in our roles in delivering the 20>25 Strategy, and can embrace change when it occurs. We actively support continuous learning and personal performance.

Passion

Our people display optimism and perseverance as we move towards the future, and contribute to a fun and positive environment. We regularly encourage, acknowledge and celebrate team efforts, ideas and achievements

Collaboration

This ensures we create an inclusive environment where people feel safe to contribute. We openly share knowledge using non-judgemental, two-way communication and feedback.

Integrity

We demonstrate unwavering ethical standards and strive to earn and sustain public trust.

Client Experience

We are dedicated to meeting and enhancing internal and external clients' experiences, requirements and expectations. Establishing and maintaining trusted, respectful relationships with clients is critical

Mission: Our mission is to be acknowledged as a leading educator and trainer in work and life skills making a real difference for students and industry across the communities we serve.

Strategic Goals

- Making the student the central focus of what we do
- Capture a bigger and more diverse market share
- Build a reputation of academic quality and relevance by students and industry
- Becoming recognised as a strong and responsive partner with industry
- Becoming a financially sustainable TAFE
- Building innovative training resources and practices
- Maintaining a highly professional, efficient and engaged workforce and organisation





Regional footprint

BKI's regional footprint encompasses campuses at Bendigo (3), Echuca and Castlemaine, with dedicated facilities including the Health and Community Centre of Excellence and the Food and Fibre Centre of Excellence as well a \$60M redevelopment of Bendigo City Campus underway and opening in mid 2021. Vocational courses and training services are provided to individuals and businesses, with students and apprentices ranging from school leavers to mature age. BKI's ties with local bodies including Be.Bendigo ensure that products and training services remain relevant and responsive to the needs of local industry and communities.

Metropolitan footprint

In the metropolitan area, BKI delivers training from metropolitan campuses in Broadmeadows, Docklands, Essendon, Moonee Ponds and Cremorne. BKI offers students a well-rounded campus experience as well as access to specialist training facilities and capabilities, including the award winning Automotive Centre of Excellence (ACE) facility at Docklands, the Indigenous Education Centre at Broadmeadows and the Centre for Fashion and Creative Industries at Richmond. BKI's vocational courses and training services are provided to individuals and businesses, with students and apprentices ranging from school leavers to mature age learners. BKI works closely with industry to upskill their workforces and enhance their training services. BKI prides itself on the growing level of training it is delivering in the workplace. BKI prides itself on building strong links with its industry partners such as Toyota, Nissan, Renault and Metrickon.

International footprint

Voted amongst the top 50 vocational colleges in AsiaPacific in 2018, Bendigo TAFE and Kangan Institute has a solid footprint in China through its delivery of transnational diploma programs. Key study areas include information communication technology, early childhood education and accounting, and automotive. Bendigo TAFE and Kangan Institute also play a lead role in delivering teacher training and the Australian Government's international skills training program within various countries, including Indonesia, Thailand, Vietnam and China, to support vocational reform and strengthening teachers' expertise in industry-led training.

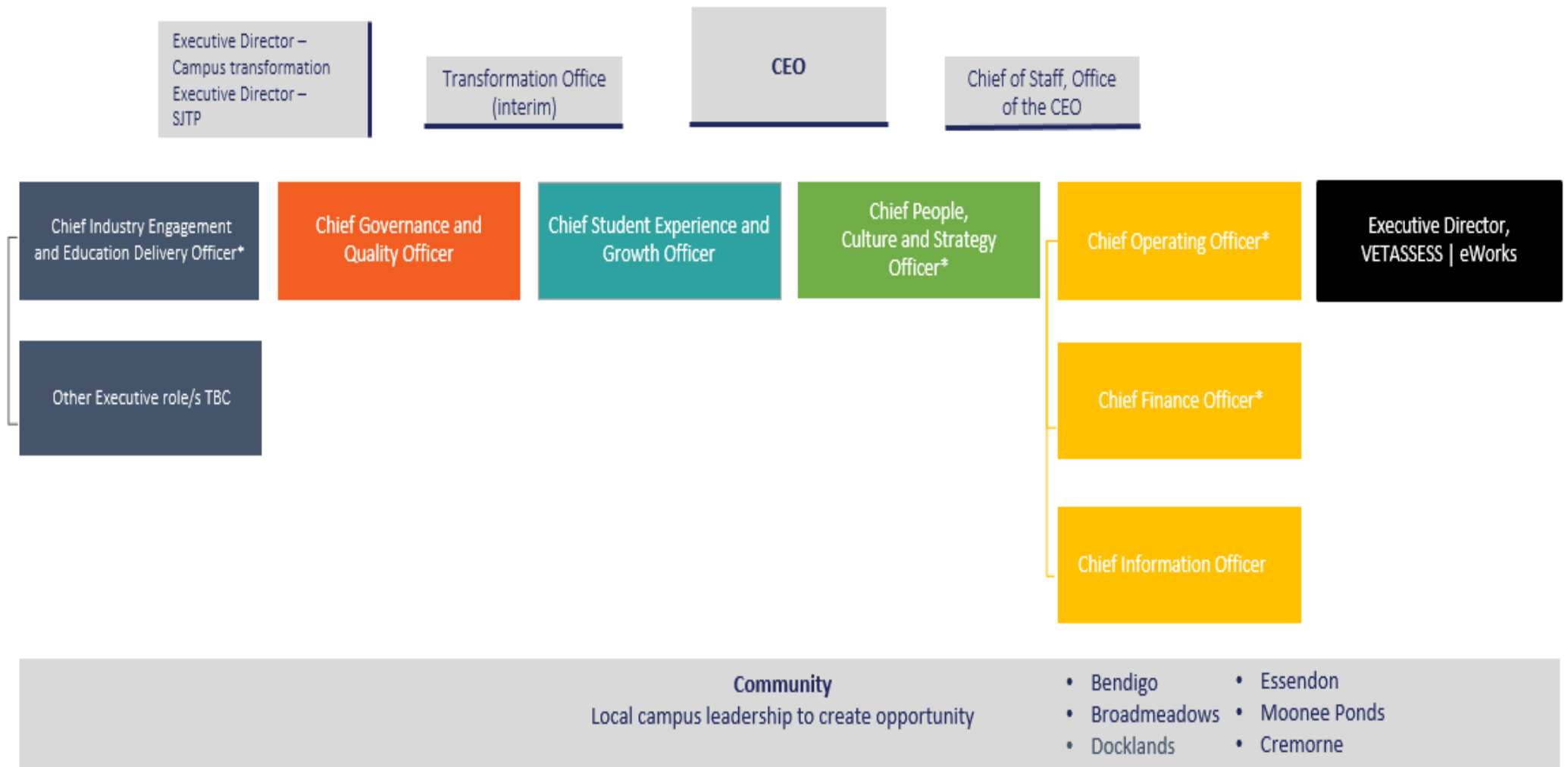


Role Overview

Title	Chief People, Culture & Strategy Officer
Location	Flexible – Campus locations across Bendigo and metropolitan Melbourne. Travel will be required across sites
Salary Package	To be commensurate with the skills and experience of the successful candidate
Reports to	Chief Executive Officer
Major Functional Areas	Strategy, PMO, Project management, Change, Internal Communications, Continuous improvement approach and ownership. Employee lifecycle management, Organisation design, Recruitment, Remuneration and reward, Capability development (incl. leadership and educational leadership), Teacher and assessor capability development, Performance Management, Culture and values, Employee experience and engagement, Health safety and wellbeing, Employee relations, Workforce planning, Capability development (incl. leadership), Teacher capability development, HR systems and analytics, Family violence prevention, Business partner
Accountability	Shapes BKI's strategy and ensures BKI can attract and retain the talent BKI needs to deliver its strategy FTEs: ~31
Legal Legislative Obligations	ASQA standards (Teacher competence), VRQA Regulations, HESG Compact, MEA/Enterprise Agreements

This executive role will be responsible for creating and driving strategy development and execution across the organisation. This role is accountable for uplifting people capability across the People and Culture function and the organisation more broadly, improving existing systems and enabling data driven decision making. This strategic and dynamic role will develop and deliver across all pivotal human resource areas including workforce planning, organisational capability, cultural development and WHS.

New Executive Structure





Key Success Factors

Strategy: The Chief P&C and Strategy Officer has continually developed the organisational strategy and is utilising greater levels of business intelligence in doing so. Under this is a People Strategy and framework that has provided strategic advice and direction enabling BKI to attract, retain and develop a highly skilled and engaged workforce, strengthening BKI's reputation as an employer of choice. The Chief P&C and Strategy Officer has created and driven the implementation of the People and Culture Plan.

Organisational Capability: Effective engagement by the Chief P&C and Strategy Officer across the organisation, successfully implemented and managed the organisation's broader strategy, uplifting overall capability and performance. Assessed current capability, identified and addressed skills gaps and embedded a strong Learning and Development agenda, uplifting overall organisational capability of BKI, including the teaching workforce. Driven new capabilities in workforce planning.

Cultural Development: The Chief P&C and Strategy Officer has clearly defined the culture of BKI and worked successfully with the Executive Team and across the organisation to effectively champion the values of BKI, regularly pulse checking the culture and employee satisfaction, and embedding a continuous improvement process to culture.

System Improvements: The Chief P&C and Strategy Officer worked collaboratively with the Executive Team to provide recommendations on systems improvements enabling BKI greater efficient and effectiveness in operations as well as better decision making with higher quality outcomes. The Chief P&C and Strategy Officer has successfully unlocked the value of all key systems for the organisation, including Human Resource Information Systems, Organisational Systems, including WHS and has ensured quality and reliability.

WHS: The Chief P&C and Strategy Officer has successfully embedded a strong safety culture throughout the organisation, ensuring compliance with all key legislation.

Leadership: The Chief P&C and Strategy Officer has established themselves as an inspiration leader across the organisation. They are a valuable contributor and team player, and someone who their staff enjoy working with and respect. Team structure has lifted to a highly engaged team who has embraced the cultural change and transformation.

Stakeholder Relationships: The Chief P&C and Strategy Officer has built credible relationships with key external stakeholders including various Unions and Government agencies. Internally, they have built strong relationships across the Executive Team, the Board, the P&C function and the organisation more broadly to effectively deliver on the strategic plan and embed best practices.

Executive Contribution: As a pivotal member of the Executive Team, the Chief P&C and Strategy Officer has consistently worked collaboratively with the Board and the Executive, contributing the overall success of BKI.



Background

- Proven experience in leading a people & culture function
- Demonstrated experience leading a cultural development program for a diverse and multi-site workforce – understanding the practice of culture change
- Strength in strategic planning and delivery
- Strong track record of successfully uplifting capability
- Strong understanding of Industrial Relations and experience negotiating enterprise agreements
- Ability to achieve strategic goals in the context of legislative frameworks, operational systems, financial sustainability, and performance
- Experience implementing workforce planning, organisational capability and cultural development strategies and plans
- Ability to uplift capability related to safety and embed strong safety practices throughout the organisation
- Focus on data-driven decision-making to surface and solve the right problems
- The ability to create a culture of high-performance and accountability, with a disciplined focus on the execution of strategy

Skills

- Strategic management
- Business capability management/business planning
- Human resources management
- Stakeholder management
- Board reporting
- Executive leadership

For Further Discussion

For a confidential discussion or further information, please contact:



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