



Legislative Assembly for the
Australian Capital Territory

Standing Committee on Public
Accounts and Administration

Documents received pursuant to the Committee's request

Inquiry into the CIT CEO recruitment process

From: CIT Board

Date received: 27 March 2026



Mr James Milligan MLA
Chair
Standing Committee on Public Accounts and Administration

Dear Mr Milligan

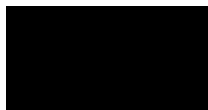
I refer to your letter of 26 March 2025 requesting provision of documents in regard to Dr McNeill under Standing Order 239. In particular the Committee has requested:

- All documents relating to Dr McNeill's employment contract as CEO of CIT; and
- All documents relating to application materials submitted by Dr McNeill for the CEO role including references from NSW TAFE.

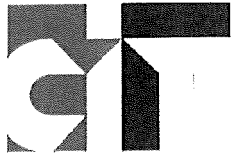
Attached is Dr McNeill's employment contract. There are earlier drafts of the contract, advice in developing the contract and emails for approval and signing of the contract. Please let me know if the Committee is seeking any of these associated documents.

Attached is the application submitted by Dr McNeill and the references requested. These documents have redactions to remove personal information, such as personal addresses and phone numbers and the identifying details of the person providing the reference.

Yours sincerely



Kate Lundy
CIT Board Chair
27 March 2026



Canberra Institute of Technology
cit.edu.au

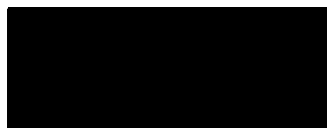
**CONTRACT OF EMPLOYMENT
CHIEF EXECUTIVE OFFICER
CANBERRA INSTITUTE OF TECHNOLOGY**

Margot McNeill



Kate Lundy
Chair
CIT Board

A handwritten signature in black ink, appearing to be 'K. Lundy', written over the printed name.



Natalie Howson
Deputy Chair
CIT Board

CANBERRA INSTITUTE OF TECHNOLOGY

FINANCIAL MANAGEMENT ACT 1996

CHIEF EXECUTIVE OFFICER CONTRACT

CONTRACT- OPERATION AND APPLICATION

1. This Contract contains the conditions of the Chief Executive Officer's appointment in accordance with section 80(6) of the *Financial Management Act 1996* to perform the duties of the Chief Executive Officer of the Canberra Institute of Technology.
2. This Contract supersedes and replaces all other contracts, understandings or arrangements relevant to the employment of the Chief Executive Officer prior to the execution of this Contract.
3. The terms and conditions of the Chief Executive Officer's employment are regulated by this Contract and any other applicable laws.

DEFINITIONS

4. In this Contract, unless the context otherwise requires:
 - a) "Appointment" means the Chief Executive Officer's appointment by the CIT Board to the Chief Executive Officer position of the Employer in accordance with the Act.
 - b) "Chief Executive Officer" means the natural person specified in **Item 1 Schedule A**, being the person subject of the Appointment.
 - c) "CIT Board" means the Employer's governing board established in accordance with section 9 of the *Canberra Institute of Technology Act 1987*.
 - d) "Contract" means this contract and any schedules, annexures and attachments attached to it.
 - e) "Employer" means the Canberra Institute of Technology, the territory authority established in accordance with section 5 of the *Canberra Institute of Technology Act 1987*.
 - f) "Employment" means the Chief Executive Officer's employment with the Employer resulting from the Appointment.
 - g) "Indirect interest" means, without limiting the kinds of indirect interests a person may have, any of the following interests a person may have in a matter:
 - i. an associate of the person;
 - ii. a corporation if the corporation has not more than 100 members and the person, or an associate of the person, is a member of the corporation;

- iii. a subsidiary of a corporation mentioned in paragraph (ii);
 - iv. a corporation if the person, or an associate of the person, is an executive officer of the corporation;
 - v. the trustee of a trust if the person, or an associate of the person, is a beneficiary of the trust;
 - vi. a member of a firm or partnership if the person, or an associate of the person, is a member of the firm or partnership; or
 - vii. someone else carrying on a business if the person, or an associate of the person, has a direct or indirect right to participate in the profits of the business.
- h) "Intellectual Property" means:
- i. all copyright and analogous rights;
 - ii. all rights in relation to inventions (including patent rights), registered and unregistered trademarks, designs (whether or not registerable), confidential information (including trade secrets and know-how) and all other rights resulting from intellectual activity in the industrial, scientific or artistic fields; and
 - iii. all rights to register, rights in application for the registration of and rights to extend or renew the registration any of the foregoing,
- whether created or in existence before, on or after the date of this Contract, and whether existing in Australia or otherwise.
- i) "Key Performance Indicators" means those performance metrics as set from time to time by the CIT Board in consultation with the Chief Executive Officer and provided to the Chief Executive Officer in writing.
- j) "Material interest" means, in relation to the Chief Executive Officer:
- i. a direct or indirect financial interest in a matter relevant to the Employment; or
 - ii. a direct or indirect interest of any other kind if the interest could conflict with the proper exercise of the Chief Executive Officer's functions in accordance with the Employment.
- k) "Misconduct" means a failure to act in a way that is consistent with the code of conduct in **Item 7 Schedule C**.
- l) "Term" means the period specified in **clause 5**.

TERM

5. The Contract is for the Term specified in **Item 2 Schedule A** unless terminated earlier.

REMUNERATION

6. The Chief Executive Officer is entitled to the remuneration, allowances and other entitlements, as set out in **Schedule B**, subject to the terms and conditions of this Contract.

TERMS AND CONDITIONS OF EMPLOYMENT

7. The terms and conditions in **Schedule C** apply to the Employment, along with any other terms and conditions applicable to the Employment by law.

APPLICABLE LAW

8. The Contract is governed by the laws of the Australian Capital Territory.

NOTICES

9. All notices, consents, approvals, agreements or other communications by or to the respective parties to the Contract will be in writing and addressed to the relevant party at their usual address or such other address as may from time to time be specified by the party in writing.
10. All notices, consents, approvals, agreements or other communications delivered in accordance with **clause 8** shall be deemed to be duly given or made as follows:
 - a) in the case of delivery in person - when delivered;
 - b) in the case of delivery by post - on the first business day on which the notice would have been received in the ordinary course of the mail; or
 - c) in the case of delivery by electronic mail - upon the sender's computer recording that the message has been successfully and properly transmitted to the recipient's electronic mail address or on the other party's acknowledgment of receipt by any means.
11. Unless otherwise notified in writing, the usual address of each party for the purposes of this Contract is as set out in **Item 3 Schedule A**.

SCHEDULE A

GENERAL DETAILS

Item 1 - clause 4(c)

Name of Chief Executive Officer: Dr Margot McNeill

Chief Executive Officer Position Number: P51001

Item 2 - clause 5

Term of contract: 5 years.

The Chief Executive Officer shall perform the duties required under this Contract and otherwise by law commencing on 18 June 2025 and subject to the termination provisions of this Contract, shall cease no later than 17 June 30.

All provisions of this Contract which, expressly or by implication from their nature, are intended to survive rescission, termination or expiration of this Contract will survive the rescission, termination or expiration of this Contract.

Item 3 - clause 12

Chief Executive Officer's address for service (work location/address):

Canberra Institute of Technology
CIT Woden
GPO Box 826
CANBERRA ACT 2601

Employer's address for service:

CIT Woden
GPO Box 826
CANBERRA ACT 2601

SCHEDULE B

(Clause 6)

REMUNERATION ARRANGEMENTS

1. The Chief Executive Officer's remuneration and associated entitlements (including superannuation, parking, relocation allowances, etc) in relation to their Employment will be that as determined by the ACT Remuneration Tribunal in accordance with the *Remuneration Tribunal Act 1995*.
2. The Chief Executive Officer is entitled to the enhanced employer contribution superannuation arrangements that apply to Senior Executive Service members in the ACT public service under associated arrangements (see section 53 of the *Public Sector Management Standards 2016*).
3. Further conditions governing the Chief Executive Officer's entitlements are contained in the *Financial Management Act 1994* and other instruments made from time to time pursuant to that legislation.

SCHEDULE C

(Clause 7)

TERMS AND CONDITIONS

In addition to the terms and conditions contained in the relevant determinations made under the *Remuneration Tribunal Act 1995*, the following terms and conditions apply to the Employment.

1. Position duties

- a) The Chief Executive Officer's duties are described in **Attachment 1 (Duties)**, as well as those duties imposed by the Act.
- b) The parties acknowledge that the position, role and levels of responsibility may be varied by further written agreement of the parties. In the event of such an agreement, the remaining terms and conditions of this Contract will continue to apply, unless otherwise agreed in writing.
- c) The CIT Board may direct the Chief Executive Officer to perform or not perform any part of the Duties at any time.

2. Performance management

- a) The Chief Executive Officer's performance will be formally appraised by the CIT Board on an annual basis with reviews occurring every six months or as required. The format of the appraisal and review will be determined by the CIT Board and communicated to the Chief Executive Officer in writing.
- b) The performance appraisal under **Item 2(a) Schedule C** will include assessment of the Chief Executive Officer's performance against the Key Performance Indicators.

3. Hours of work

- a) The Chief Executive Officer's standard hours of work in their Employment is 36 hours 45 minutes per week (Monday to Friday).
- b) The Chief Executive Officer may be required to work such additional hours as are reasonably necessary for the Chief Executive Officer to perform their Duties and functions. Such hours may be performed outside Monday to Friday.
- c) The Chief Executive Officer agrees that the remuneration payable under this Contract includes adequate compensation for any reasonable additional hours.

4. Remuneration

- a) The Chief Executive Officer's annual salary will be paid fortnightly in arrears by direct deposit into a bank account nominated by the Chief Executive Officer.

5. Residency

- a) The Chief Executive Officer must maintain the Australian Capital Territory or its immediate regional surrounds as their primary place of residency for the Term.

6. Flexible Working Arrangements

- a) Any request for flexible working arrangements made by the Chief Executive Officer, including the establishment of hybrid working arrangements, will be considered by the chair of the CIT Board.
- b) The chair of the CIT Board may approve or reject any such request in their absolute discretion.

7. Code of Conduct

- a) The Chief Executive Officer must:
 - i. take all reasonable steps to avoid a conflict of interest;
 - ii. declare to the CIT Board and manage any conflict of interest that cannot reasonably be avoided;
 - iii. when acting in connection with their Employment:
 - A. comply with all laws applying in the Territory and the Commonwealth;
 - B. comply with any lawful and reasonable direction given by the CIT Board; and
 - C. treat all people with courtesy and sensitivity to their rights and aspirations; and
 - iv. do the Chief Executive Officer's job with reasonable care and diligence, impartiality and honesty.
- b) The Chief Executive Officer must not:
 - i. behave in a way that:
 - A. is inconsistent with the values of respect, integrity, collaboration and innovation; or
 - B. undermines the integrity and reputation of the Employer and/or CIT Board;
 - ii. take improper advantage of the Employment or information gained through the Employment;
 - iii. improperly use an Employer resource, including information, accessed through the Employment;
 - iv. without lawful authority disclose confidential information gained through the Employment;

- v. when acting in connection with the Employment—bully, harass or intimidate anyone; or
- vi. when performing their duties in the Employment—apply improper influence, favouritism or patronage.

8. Misconduct investigation and suspension

- a) This provision applies if the CIT Board receives an allegation, or becomes aware, that the Chief Executive Officer has allegedly acted in a way that may be misconduct.
- b) The CIT Board must ask the Public Sector Standards Commissioner (see Division 8.1 Part 8 of the *Public Sector Management Act 1994*), in writing, to investigate the alleged misconduct in accordance with section 154 of the *Public Sector Management Act 1994*.
- c) The CIT Board may, if satisfied it is in the Employer's interest, until the end of the investigation, suspend the Chief Executive Officer, with or without pay.
- d) If the Chief Executive Officer is suspended in accordance with this **Item 8 Schedule C**, the CIT Board may at any time, if satisfied it is reasonable to do so:
 - i. change the suspension:
 - A. for a suspension with pay—to suspension without pay; or
 - B. for a suspension without pay—to suspension with pay; and
 - ii. change the day on which the suspension ends.

9. Termination provisions (Employer)

Termination with Notice

- a) The CIT Board may terminate this Contract in writing at any time if:
 - i. changes to operational requirements result in a substantial change to the nature of the work for which the Chief Executive Officer was engaged under this Contract;
 - ii. the Chief Executive Officer role is no longer required by law;
 - iii. the Chief Executive Officer is found to have engaged in misconduct following an investigation by the Public Sector Standards Commissioner;
 - iv. the CIT Board is satisfied on reasonable grounds that the Chief Executive Officer has failed to comply with their conditions of employment;
 - v. the Chief Executive Officer is underperforming (having utilised the process of assessment of performance outlined under the performance management section of this contract);
 - vi. the CIT Board is satisfied on reasonable grounds that the Chief Executive Officer is no longer medically capable of performing the duties of the position (invalidity);

- vii. the CIT Board is satisfied on reasonable grounds that the Chief Executive Officer is no longer a fit and proper person; or
 - viii. the Chief Executive Officer has not disclosed to the CIT Board a relevant criminal charge, conviction or finding of guilt for an offence relating to the Chief Executive Officer (other than an offence for which the conviction is spent).
- b) Where the CIT Board terminates this Contract before it is due to end for a reason stipulated in **Item 9(a) Schedule C**, the Employer must give the Chief Executive Officer at least eight weeks' notice in writing that this Contract will be terminated. Such notice must state the reason for termination.

Termination without notice

- c) The CIT Board may terminate this Contract at any time, without notice or payment in lieu of notice, if it is satisfied on reasonable grounds that the Chief Executive Officer has engaged in serious misconduct as defined in the *Fair Work Regulations 2009* (Cth).

10. Termination provisions (Employee)

- a) The Chief Executive Officer may terminate this contract at any time, for any reason, on giving the Employer at least 8 weeks written notice or some other period of notice agreed by the parties.

11. Termination (automatic)

- a) The parties acknowledge and agree that:
- i. this Contract is dependent on the Appointment; and
 - ii. if the Appointment ends prior to the end of the Term, this Contract will automatically terminate.

12. Conflict of interest

- a) The Chief Executive Officer must give the CIT Board a written statement of Material Interests on signing this Contract and at the end of every 12-month period after the commencement of this Contract.
- b) The Chief Executive Officer must advise the CIT Board in writing if they have a Material Interest that has not been disclosed previously to the CIT Board as soon as practicable after the relevant facts come to the Chief Executive Officer's knowledge.
- c) The Chief Executive Officer warrants that they have, prior to signing this Contract, notified the CIT Board of any actual, possible or potential conflicts of interest of which the Chief Executive Officer is aware, or ought reasonably to be aware.

13. Protection of confidential information

- a) The Chief Executive Officer must not disclose, without lawful authority:

- i. any information acquired by them as a consequence of the Employment; or
 - ii. any information acquired by them from any document to which they have access as a consequence of the Employment.
- b) The Chief Executive Officer must not, after the cessation of the Employment, disclose any confidential information acquired as a consequence of the Employment without the written approval of the CIT Board.
 - c) The Chief Executive Officer must, if requested by the CIT Board, deliver to the CIT Board all confidential information and other property of the Employer, which is in the possession or custody or under control of the Chief Executive Officer.
 - d) Where any confidential information is recorded electronically, the CIT Board may require that such information be deleted in such a manner that it cannot be retrieved.

14. Intellectual Property

- a) The Employer owns all Intellectual Property created by the Chief Executive Officer arising out of or in the course of the Employment and the Chief Executive Officer assigns and transfers any such property to the Employer.
- b) The Chief Executive Officer must, during and after the Term, execute all documents which the Employer may reasonably request to secure the Employer's rights in the Intellectual Property.
- c) The Chief Executive Officer must not make use of or reproduce any Intellectual Property owned by the Employer without the Employer's prior written approval other than in the ordinary course of the Employment.
- d) The Chief Executive Officer's obligations under this clause survive the expiry or termination of this Contract.

15. Secondary employment

- a) The Chief Executive Officer shall not, except with the CIT Board's prior written approval, accept or engage in any remunerative employment other than in relation to the Employment.

16. Policies that apply to the Chief Executive Officer

- a) The Chief Executive Officer must comply with any policies, procedures and practices of the Employer as they exist from time to time and the Chief Executive Officer acknowledges that:
 - i. the Employer may vary any policies and procedure; and
 - ii. to the extent that any such policies impose obligations on the Employer, those obligations are guidelines only and are not to be relied upon by the Chief Executive Officer.

17. Annual leave

- a) The Chief Executive Officer is entitled to 147 hours (4 weeks) of annual leave for each full year worked.
- b) Annual leave will be accrued on a daily basis (for every day that counts as service) according to the formula $147/365$.
- c) The Chief Executive Officer must make an application to the CIT Board to access their annual leave entitlement. The CIT Board should approve such an application, subject to operational requirements.
- d) Annual leave will be paid at the ordinary hourly rate of pay applicable at the time the leave is taken.
- e) If the Chief Executive Officer's annual leave is cancelled without reasonable notice, or if he or she is recalled to duty from leave, the Chief Executive Officer will be entitled to be reimbursed reasonable travel costs and incidental expenses not otherwise recoverable under any insurance or from any other source.
- f) Public holidays (**Item 22 Schedule C**) for which the Chief Executive Officer is entitled to payment that fall during periods of absence on annual leave will be paid as a normal public holiday and will not be deducted from the Chief Executive Officer's annual leave entitlements.
- g) If personal leave is granted to the Chief Executive Officer while they are on approved annual leave, then annual leave will be re-credited for the period of paid personal leave granted.
- h) The Chief Executive Officer will receive payment on separation from the Employer of any unused annual leave entitlement.

18. Personal leave

- a) The Chief Executive Officer is entitled to personal leave in accordance with this **Item 18 Schedule C**.
- b) In calculating the Chief Executive Officer's personal leave entitlements, the provisions of section 63 of the *Public Sector Management Standards 2016*, or its replacement, in relation to daily accrual of personal leave entitlements, will be adopted and applied as if the Chief Executive Officer was a Territory employee for the purpose of those provisions.
- c) If the Chief Executive Officer is in receipt of workers compensation for more than forty-five weeks they will accrue personal leave on the basis of hours actually worked.
- d) Unused personal leave credit will not be paid out on cessation of Employment.
- e) Personal leave is available to the Chief Executive Officer to enable them to be absent

from duty:

- i. because the Chief Executive Officer is unfit for work because of a personal illness, or personal injury;
 - ii. to provide care or support to a member of the Chief Executive Officer's immediate family, or a member of the Chief Executive Officer's household, who is ill or injured;
 - iii. in extraordinary and unforeseen circumstances.
- f) The Chief Executive Officer may be granted personal leave up to their available credit from the first day of Employment.
- g) Personal leave will be paid at the ordinary hourly rate of pay applicable at the time the leave is taken and may be taken at half pay for absences of at least one week. Personal leave taken will be deducted from the accrued entitlement, and in instances of half pay, shall be deducted at a rate of 50% of the period of absence.
- h) Where personal leave credits have been exhausted, the CIT Board may grant a period of other leave in accordance with **Item 24 Schedule C** (with or without pay).
- i) The Chief Executive Officer must give notice of an intention to take personal leave. The notice must be provided to the CIT Board as soon as practicable and must advise the duration, or expected duration, of the leave.
- j) The CIT Board will determine on a case by case basis whether documentary evidence is required for a period of personal leave.
- k) The CIT Board may grant personal leave if they are satisfied there is sufficient cause, having considered any required documentary evidence. Acceptable documentary evidence will include:
- i. a certificate from a registered medical practitioner or registered health professional who is operating within their scope of practice; or
 - ii. a statutory declaration made by the Chief Executive Officer if it is not reasonably practicable to provide a certificate.
- l) Public holidays (**Item 22 Schedule C**) for which the Chief Executive Officer is entitled to payment that fall during periods of absence on personal leave will be paid as a normal public holiday and will not be deducted from personal leave entitlements.
- m) The Chief Executive Officer may also be granted personal leave for extraordinary, unforeseen or unexpected circumstances where it is essential they have leave from the workplace. The maximum number of days that may be granted is four per accrual year and any leave taken is deducted from the Chief Executive Officer's personal leave entitlement.

19. Compassionate Leave

- a) The Chief Executive Officer is entitled to 5 days compassionate leave in each instance

where a member of their immediate family or household has a personal illness or injury that poses a serious threat to the person's life or dies.

20. Community Service Leave

- a) Community service leave is available to the Chief Executive Officer to allow them to be absent from the workplace to engage in jury service, a voluntary emergency management activity or any other activity prescribed by regulations in accordance with section 109(1)(c) of the *Fair Work Act 2009* (Cth).
- b) Community service leave in accordance with **Item 20(a) Schedule C** will be granted without pay, unless the leave is for jury service, in which case the leave will be granted with pay.

21. Long service leave

- a) The Chief Executive Officer will be entitled to long service leave.
- b) In calculating Chief Executive Officer's long service leave entitlement, the provisions of part 4.3 of the *Public Sector Management Standards 2006* (repealed), in accordance with section 113 of the *Public Sector Management Act 2016*, or its replacement, will be adopted and applied as if the Chief Executive Officer was an 'officer' for the purpose of those provisions.

22. Public holidays

- a) The Chief Executive Officer is entitled to be absent on all gazetted public holidays in the ACT and any other public holiday generally observed at the *Canberra Institute of Technology*.

23. Christmas Shutdown

- a) The Chief Executive Officer is entitled to two days of paid absence during the Christmas shutdown period, which are the business days between 28 December and 31 December inclusive.

24. Other leave

- a) The Chief Executive Officer is entitled to any other leave not specified in this Contract that the Chief Executive Officer is otherwise entitled to in accordance with the 'National Employment Standards' of Part 2-2 of the *Fair Work Act 2009* (Cth).
- b) The CIT Board may approve an application for leave from the Chief Executive Officer for a reason other those described elsewhere in this Contract or the *Fair Work Act 2009* (Cth). Such leave may be with or without pay and may or may not count as service under this Contract.
- c) The CIT Board may direct the Chief Executive Officer to take leave under **Item 24(a) Schedule C**. In such circumstances, the Chief Executive Officer will continue to be paid their ordinary remuneration and be required to comply with any reasonable

request given by the CIT Board.

25. Fitness for duty

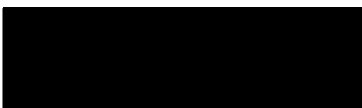
- a) The CIT Board may refer the Chief Executive Officer for a medical examination by a CIT Board nominated registered medical practitioner or registered health professional at any time for reasons including where there is concern about the wellbeing of the Chief Executive Officer or the CIT Board is concerned that the health of the Chief Executive Officer is affecting their ability to adequately perform their duties.
- b) The CIT Board may require the Chief Executive Officer to take personal leave after considering the results of any medical examination.

26. Fair Work Information Statement

- a) The Chief Executive Officer on signing this Contract agrees that they have been provided with a copy of the Fair Work Information Statement.

27. Severability

- a) If any word, phrase, part or provision of this Contract is held by a court of competent jurisdiction to be unenforceable, void or invalid then it is severed and the remainder of the provisions contained in this Contract will in no way be affected, impaired or invalidated as a result.



Attachment 1**Duties of the position**

The Chief Executive Officer reports directly to the CIT Board¹ and provides strategic leadership across CIT. In addition to the functions assigned to the Chief Executive Officer by section 84 of the Financial Management Act 1996, the Chief Executive Officer:

- Is responsible for driving the long-term vision of CIT by ensuring effective delivery of programs and implementation of the CIT's 10 year 'Strategic Plan'.
- Establishes and executes plans to achieve the strategic objectives set by the CIT Board, including competitiveness, operating efficiency and agreed growth.
- Leads the transformation of CIT to a business model ready to compete effectively in the rapidly changing VET environment.
- Is responsible for the management and delivery of quality education and skills development for individuals, industry and the community.
- Supports the CIT Board in implementing and maintaining a range of initiatives including service agreements from government agencies and other funding bodies.
- Maintains productive relationships with the Minister, leaders in the ACT public sector, other training providers and educational institutions.
- Leads CIT's executive team in key areas such as: strategic planning and governance; staff, community and stakeholder engagement; creating a compelling student experience; planning and reporting; financial and operational analysis; policy development; service delivery excellence; and campus modernisation.
- Supports CIT's executive and their teams to measurably improve educational outcomes, productivity and efficiency through enhanced technology and innovation and new opportunities while ensuring the organisation meets legislative and government requirements, funding agreements and existing policies and procedures.
- Recognises the social role that CIT fulfills, including with CIT Yurauna.

In accordance with the CIT Solutions constitution, must perform all functions of CEO of CIT Solutions until such time that the company is wound up and ceases to operate.

Note: The Chief Executive Officer's functions are outlined in section 84 of the *Financial Management Act 1996*. Other requirements which apply to the Chief Executive Officer in the *Financial Management Act 1996* include:

- Section 85: Honesty, care and diligence of governing board members;

¹ The CEO is required to advise the Board immediately about significant events as per section 84(1)(d) of the *Financial Management Act 1996*.

- Section 86: Conflicts of interest by governing board members;
- Section 88: Disclosure of interests by governing board members.



Margot MCNEILL

#971 Chief Executive Officer, Canberra Institute of Technology

Personal Details

Title	Dr
Gender	Female
First name	Margot
Last name	MCNEILL
Phone (home)	[REDACTED]
Phone (mobile)	[REDACTED]
Phone (work)	[REDACTED]
Additional phone	[REDACTED]
Email address	[REDACTED]
Postal address	[REDACTED]
State	NSW
Zip code	2074

Particulars

Are you an Aboriginal or Torres Strait Islander?	[REDACTED]
Are you from a non-english speaking background?	[REDACTED]
Are you an Australian citizen? If not what is your nationality	[REDACTED]
Do you have a disability?	[REDACTED]
Do you require any special assistance to attend selection activities?	[REDACTED]

Other information

Do you have a security clearance? If yes, what level?	no
Are you currently under investigation for breaching the APS code of conduct?	no
Have you been found to be in breach of the APS code of conduct?	no
Have you received a redundancy benefit from an APS Agency?	no

AGS Number

Do you consent to having your application and personal information shared with other APS agencies?

yes

Current total remuneration

[REDACTED]

Please indicate where you first saw this vacancy

Other

INT / EXT Candidate

EXT

Referees

none

Qualifications

Academic qualifications
Institution attended
Year received

Doctor of Philosophy (PhD)
Macquarie University
2012

Academic qualifications
Institution attended
Year received

Master of Education (Online Learning)
University of Southern Queensland
2004

Academic qualifications
Institution attended
Year received

Master of Arts
Macquarie University
1994

Academic qualifications
Institution attended
Year received

Bachelor of Arts, Diploma of Education
Macquarie University
1985

Career Summary

Start Year
End Year
Title
Area
Organisation
Level

2020
current
Chief Product and Quality Officer
Product and Quality Group
TAFE NSW
Executive Leadership Team

Start Year
End Year
Title
Area
Organisation

2018
2020
Deputy Vice Chancellor, Learning & Teaching
Academic
International College of Management Sydney

Start Year

2015

End Year	2018
Title	Head, Learning and Teaching Transformation
Area	Learning and Teaching Transformation
Organisation	Navitas

Key areas of expertise

Executive leadership with a focus on inspiring strategic direction, driving operational performance, building team capability, along with monitoring financial health and risk exposure

Cross-functional team leadership, fostering a culture of high performance, with a unified vision for the future, harnessing functional insights and facilitating a cohesive and collaborative approach to achieving shared success

Educational leadership, transforming educational outcomes and experiences, including leading innovative curriculum design, online and blended delivery

Educational governance, establishing robust governance mechanisms including course performance reporting, data triangulation and improvement initiatives

Digital transformation, leading digital capability uplift and leveraging technology to increase educational outcomes

Operational efficiency, implementing internal controls to drive financial and operational efficiency

Strategic thinking, synthesising data and insights, monitoring emerging risks and trends, identifying opportunities for innovation and improvements in learner experiences and outcomes

Communication and influence – building trust and credibility with diverse stakeholders to effectively engage, advise, negotiate, and influence

Resilience, agility, and collaboration, thriving within dynamic and fast-paced operating environments, cultivating organisational agility and building resilience

Results focus, implementing robust frameworks to monitor performance of delivery, processes and services and facilitate a data-driven approach to continuous improvement

Government relations, advising three Ministerial Offices on matters of Educational Quality and Strategy aligned with the Government's policy priorities.

Major achievements

Leading significant improvement in regulator confidence across three tertiary providers, including the introduction of robust educational governance, monitoring and assurance, educational quality frameworks, performance reporting and continuous improvement mechanisms. Leading the reduction of TAFE NSW compliance external audit actions from 33 in 2022, to seven in 2023 and zero in 2024. Introducing robust, evidence-based retention frameworks in three tertiary providers, leading to substantial improvements in student success (eg 29% improvement in completion of high-risk units), and the satisfaction of both students and staff (up to 14% improvement in external survey results). I have positioned TAFE NSW as a sector leader, eg accreditation of the first higher apprenticeship in conjunction with Advanced Manufacturing Centre of Excellence, including the micro credential framework for modular and stackable learning and piloting delegated course accreditation with ASQA, in collaboration with industry partners.

I led the development of a comprehensive and sustainable strategy for accelerated skills delivery, including an institutional training portfolio strategy, curriculum development pipeline, distributed course development model, with the establishment of a high-performing curriculum design and development team which can meet dynamic demand, efficiently, while creating innovative new courses. I led the mapping multiple sets of regulatory standards to increase quality while decreasing regulatory burden.

At level or acting experience

Nil. The structure of the TAFE NSW executive team includes two band three leaders who usually take on acting responsibilities should the Managing Director be on leave.

Staff management

I have successfully managed diverse teams, ranging from up to 530 members in TAFE NSW Product and Quality Group, to approximately 120 team members at both International College of Management Sydney and Navitas. The Think Futures team I managed included approximately 80 staff members. At TAFE NSW most roles are location-agnostic, and I am skilled at leading distributed teams.

Budget management

I have successfully managed the Product and Quality Group budget of up to \$126M. The FY25 budget is \$90M including \$72M employee related costs. I have demonstrated skills in robust budgeting, scheduling, and performance tracking, eg, leading to the reduction in curriculum materials spending by 38% over two years (\$75M - \$45M) and a common course architecture to reduce unit development requirements by 20%.



[REDACTED]

[REDACTED]

My commitment to managing and delivering high quality student outcomes spans over 30 years in Australia and New Zealand, in a range of educational contexts including vocational education, universities, and schools. My career spans both public and private institutions, which has helped me develop a broad skill set that I apply to my leadership roles. I have a deep belief in the transformative power of education, which drives my work, and I have gained extensive experience across a variety of faculties and departments, both in established institutions and start-ups, and ranging from vocational and pathway programs to postgraduate studies.

In my current role as the Chief Product and Quality Officer at TAFE NSW, the largest dual-sector education provider in the Southern Hemisphere, I am responsible for overseeing quality assurance, curriculum enhancement, and innovation in all aspects of learning and teaching. TAFE NSW has over 1200 courses on scope, and my role involves ensuring compliance with more than 40 regulatory and licensing bodies. I have successfully led two of TAFE NSW's key strategic goals: 'accelerating priority skills' and 'ensuring educational quality'. I have established high-performing teams focused on learning design, curriculum development, and compliance capabilities, refining TAFE NSW's scope of delivery to meet the needs of students, industry, and communities while improving operational efficiency. One of my leadership strategies includes promoting psychological safety and an affirming, inclusive culture, which has resulted in positive and sustained cultural change.

Throughout my career, I have successfully led institutions through times of disruption, using challenges as opportunities to drive transformational change. For example, I led three institutions through periods of regulatory challenge, resulting in improvements in quality, compliance, and student outcomes. My PhD and academic research, which focus on educational technologies and curriculum as drivers of innovation, have helped me to lead shifts in the successful adoption of new technologies. One example is the development and accreditation of TAFE NSW's first higher apprenticeship course in advanced manufacturing, combining traditional trades with digital and leadership skills. This program includes embedded micro-credentials to ensure sustainable and modular learning.

I am currently leading TAFE NSW's GenAI Action Plan, embedding digital capabilities into courses, mitigating assessment risks, and enhancing teacher capabilities. As part of this initiative, I led the development of a microskill on Generative AI for TAFE NSW Education Developers, published on the staff Moodle platform. This initiative has led to the publication of two exemplars by TEQSA, highlighting it as good practice and builds on my expertise as one of four academics commissioned by TEQSA to lead a national series of workshops on Academic Integrity.

In my previous role as Deputy Vice Chancellor at International College of Management Sydney (ICMS), I successfully led the College through rapid growth and innovation. Student enrolments grew significantly, (123% in some sections) and retention rates increased by 14%. Under my leadership, ICMS attained maximum registration periods with ASQA and TEQSA, and I oversaw the accreditation of 21 new courses. During the COVID-19 pandemic, I guided the College to transition to fully online delivery, improving student progression and retention while embedding skills and microcredentials.

I have a demonstrated ability to balance the opportunity for change with risk mitigation, and my leadership has led to significant improvements in regulatory relations and compliance. For instance, at TAFE NSW, the number of agreed actions from external compliance audits dropped from 33 in 2022 to seven in 2023 and zero in 2024, as reported to the Audit and Risk Committee. This success is a direct result of the evidence-based decision-making processes I have introduced, such as quality monitoring and reporting, alongside staff capability development.

At TAFE NSW, I have introduced several initiatives that have resulted in significant improvements in course completion rates and student progression. For example, completion rates in the Diploma of Nursing increased by 6%, while progression in high-risk units, such as the Certificate 3 Carpentry Course, improved by 29% within 12 months. I have also led efforts to reduce curriculum materials spending by 38% while increasing the overall quality of course delivery.

My leadership skills have been acknowledged by several of my employers. In 2020, I was nominated as the only TAFE NSW staff member for the NSW Public Sector Leadership Academy, Band 2, and I have since been invited back to present on transformational leadership. At Navitas in 2017, I was selected for

[REDACTED]

[REDACTED]

the INSEAD Strategic Leadership program in recognition of my high performance in leading teams and improving student and staff outcomes. In 2018, I was honoured as a Principal Fellow of the Higher Education Academy, one of only 800 worldwide at the time.

My commitment to fostering high-performance cultures and driving organizational transformation is at the heart of my leadership approach. This is evidenced by a 12% improvement in staff engagement scores over two years within the Product and Quality Group at TAFE NSW. My leadership has always been rooted in integrity, authenticity, and transparency, and I aim to inspire and develop staff to achieve the best possible outcomes.

Collaboration has been key to the success of many initiatives I have led. I have worked closely with government, business, and community stakeholders to implement innovative programs and initiatives. For example, I worked with ASQA to co-design a new approach to re-registration against the Revised Standards for Registered Training Organisations, the pilot of self-accreditation for courses by ASQA and the Tertiary Harmonisation initiative by Department of Employment and Workplace Relations. I represented both VET and Higher Education on the Federal Skills Minister's Qualifications Reform Design Group, involving successful negotiations with representatives from industry, union and government stakeholder groups. My role at TAFE NSW has also included regular involvement in NSW Parliamentary Budget Estimates and numerous round tables and senior state officials events, further strengthening my networks and relationships.

One of the most rewarding initiatives I have led is the Remote Learner Support Program at TAFE NSW, which aims to re-engage learners in remote communities in Western NSW with vocational education and training. This program has delivered tangible skills and led to an 86% completion rate. I worked closely with local community leaders and elders to design the program in a way that addressed community priorities and fostered sustainable development.

The success of many of these initiatives can also be attributed to strong partnerships with industry, such as the collaboration with Bluescope in the development of TAFE NSW's higher apprenticeship program as part of the Advanced Manufacturing Centre of Excellence. These collaborations have ensured that programs are both sustainable and relevant to industry needs.

This is a pivotal time for CIT, building on recent consolidation and a new strategy to evolve into a leader in the ACT Community, the TAFE network and the VET sector. My commitment and experience have equipped me with the skills necessary to lead CIT through its next phase of growth and development. I am particularly drawn to the focus on digitalization, governance improvements, and the upcoming launch of the Electric Vehicle Centre of Excellence. The launch of the new Woden campus provides an ideal opportunity to harness the nexus between priorities from the National Skills Agreement, innovative curriculum and delivery models, along with future-focused building design, which have been so successful in NSW [Institute of Applied Technologies](#).

I am confident in my ability to lead CIT through its next phase, driving innovation and ensuring that students remain at the heart of everything we do. My strategic vision, coupled with my hands-on leadership approach, will support the effective delivery of CIT's programs and initiatives, contributing to the continued success and transformation of the Institution.

On a personal note, this is an ideal time for us to relocate to the ACT. [REDACTED]

[REDACTED] I am happy to provide further information as required and look forward to the next phase of discussions.

Regards,

Margot

MARGOT McNEILL

EXECUTIVE PROFILE

An accomplished **educational leader** with over 30 years of experience in **vocational education**, university and school sectors in Australia and New Zealand, in public and private institutional contexts.

A visionary and **transformational leader** with proven success harnessing disruption, insights and analytics to deliver **strong outcomes** for students, staff, government, industry and communities, incorporating sustainable innovation with high quality and scalable process improvements.

A trusted **senior executive** with strong **stakeholder relationships** with C-suite peers, Ministers, Regulators and bureaucrats, excelling in the art of **coalition building**, **achieving consensus** and **co-designing strategic solutions**. Successfully influences the **reform agenda** of regulators and government agencies.

A strong track record of transformation within large, complex organisations. Passionate about leading and developing **high-performing teams** and nurturing employees. Advocates for ongoing professional development and capability building for individuals to thrive in the dynamic environment of education.

KEY CAPABILITIES

Executive leadership - an integral member of the Executive Leadership Team with a focus on setting strategic direction, monitoring operational performance, financial health, and risk exposure

Cross-functional team leadership - fosters a culture of high performance, engaging cross-functional teams in a unified vision for the future, harnessing subject matter expertise and functional insights from across the Institution and facilitating a cohesive and collaborative approach to achieving shared success

Educational leadership - committed to transforming educational outcomes and experiences, including leading innovative curriculum design, online and blended delivery underpinned by a PhD in assessment technologies. Personally invited by Federal Skills Minister in 2023/24 to Qualification Reform Design Group as education expert, advising on the future of vocational education and training (VET) qualifications. Commissioned by TEQSA as private and dual sector expert on Tertiary Academic Integrity Working Group. Over 1100 citations of my published research (Google Scholar 2024)

Educational governance - skilled and respected for establishing robust governance mechanisms, eg Educational Quality and Educational Self Assurance Committees, including course performance reporting, data triangulation and improvement initiatives

Digital transformation - published leader of sustainable institutional innovation and change, digital capability uplift and leveraging technology to increase educational outcomes

Operational efficiency - skilled in crafting and implementing internal controls to drive financial and operational efficiency

Team establishment and leadership - expertise in team setup, recruitment, workflow establishment, and process optimisation, fostering a culture of high performance

Strategic thinking - synthesises data and insights from internal and external sources, monitoring emerging risks and trends, identifying opportunities for innovation and improvements in learner experiences and outcomes; applies logical reasoning and problem-solving skills to data-driven, benefits-led change. Invited to pilot sector-leading innovations such as qualification designs and templates

Communication and influence - builds trust and credibility with stakeholders at all levels of business, community and government, listening actively to others and conveying new ideas clearly and persuasively, both verbally and in writing, and using evidence and coaching to effectively engage, inform, advise, negotiate, and influence

and collaboration - thrives within dynamic and fast-paced operating environments, cultivating organisational agility, building resilience, and enabling remote collaboration amongst teams to effectively navigate uncertainty, respond to change, and challenge the status quo as required

Results focus - defines clear measures of success and implements robust frameworks to continually monitor the performance of delivery, processes and services and facilitate a data-driven approach to continuous improvement; embeds best practice design methodologies and efficient, collaborative ways of working

Government relations - acknowledged as a skilled public sector leader, advising three Ministerial Offices on matters of Educational Quality and Strategy aligned with the Government's policy priorities

QUALIFICATIONS AND AWARDS

DATES	INSTITUTION	QUALIFICATION/ AWARD
2007 - 2012	Macquarie University	Doctor of Philosophy
2001 - 2004	University of Southern Queensland	Master of Education (Online Learning)
1992 - 1994	Macquarie University	Master of Arts (English)
1982-1985	Macquarie University	Bachelor of Arts, Dip Education
2018	Advance HE (formerly Higher Education Academy)	Principal Fellow (PFHEA) Award
2021	NSW Public Service Commission Leadership Academy	Sole TAFE NSW nominee for Band 2 Program

CAREER SUMMARY

DATES	POSITION	ORGANISATION
Dec 20 to Current	Chief Product and Quality Officer	TAFE NSW
Feb 18 to Dec 20	Deputy Vice Chancellor, Learning & Teaching	ICMS
Jan 15 to Feb 18	Head, Learning and Teaching Transformation/ Manager, SIBT Curriculum Review	Navitas
Dec 13 to Sep 14	Director, Think Futures	Think Education
Feb 13 to Nov 13	Senior Manager, Learning and Teaching Enhancement	UNSW
Jul 05 to Feb 13	Senior Lecturer & Lead, Change Management Stream/ Lecturer, Academic Development	Macquarie Uni
Jun 04 to Jul 05	Project Manager, Personalised Learning Centre for Learning Innovation (CLI)	NSW Department of Education & Training
Jan 02 to Jun 04	Senior Education Officer, Teaching and Learning Development,	Open Training & Education Network (OTEN)

EXPERIENCE

Chief Product and Quality Officer- TAFE NSW

Dec 2020 - Current

Senior leadership role with Australia's largest vocational education and training provider. Member of the Executive Leadership Team (ELT), setting strategy, leading transformation and driving business priorities for a \$2 billion domestic and international education business, with 13,000 employees, 400,000 customers, and 25,000 industry partners.

Role Scope: up to 530 team members across quality assurance, curriculum enhancement and innovation across all aspects of learning and teaching (over 1200 courses on scope); compliance with over 40 regulatory and licensing bodies. Budget up to \$126M.

KEY RESPONSIBILITIES

Positioning TAFE NSW as Australia's leading provider of training, meeting the skills needs of industry and the economy through leading two of the four TAFE NSW Strategic Goals: 'Accelerating priority skills' and 'Ensuring educational quality'.

Leading the development and implementation of the educational quality framework and self-assurance model, including introduction of educational governance committees, principles to underpin online and on campus delivery, innovation, curriculum development and scholarship of learning & teaching.

Leading the re-registration with TEQSA for the maximum of 7 years with no conditions and preparation for re-registration with ASQA as Chief Academic Officer for the Institution.

Leading dual sector educational quality assurance operations, including preparation for re-registration, accreditation and management of the scope of delivery.

Leading the Institution's training portfolio strategy, including curriculum development (over 1200 courses) and co-design with industry of curriculum innovations such as higher apprenticeships, remote learner support pilots and the influence of GenAI.

MAJOR ACHIEVEMENTS

An acknowledged improvement in regulator confidence. TAFE NSW is trusted to co-design with ASQA our approach as the first institution to be re-registered against the Revised Standards for Registered Training Organisations. Compliance monitoring and continuous improvement mechanisms led to the reduction of TAFE NSW compliance external audit actions from 33 in 2022, to seven in 2023 and zero in 2024.

Robust educational governance monitoring and assurance, including Educational Quality Framework, Self Assurance Model and robust course performance reporting.

Institutional higher education re-registration with TEQSA, with the highest possible result of 7 years, no conditions, along with TAFE NSW's application for limited self-accrediting authority (submitted Dec 24). Accreditation or re-accreditation of 15 higher education courses, all for the maximum of seven years, no conditions.

Accreditation of TAFE NSW first higher apprenticeship in conjunction with Advanced Manufacturing Centre of Excellence, including the micro credential framework.

A comprehensive and sustainable strategy for accelerated skills delivery, including an institutional training portfolio strategy, curriculum development pipeline, distributed course development model and principles to underpin curriculum design and innovation.

[REDACTED]

[REDACTED]

Forming a high-performing curriculum design and development team which can meet dynamic demand, efficiently, while creating innovative new courses such as the first higher apprenticeship to combine vocational and higher education units, along with piloting models and templates for the Qualifications Reform Design Group to the benefit of the whole sector.

Creating and implementing an institutional self-assurance model, mapping multiple sets of regulatory standards to increase quality while decreasing regulatory burden.

An institutional retention framework and continuous improvement process, resulting in eg 6% improvement in course completions for Diploma of Nursing and 29% improvement in retention in identified high risk apprenticeship units.

Selection as one of 3 pilots of delegated course accreditation pilot (ASQA), 'Diploma in Renewable Manufacturing and Sustainable Manufacturing Practices', through the TAFE NSW Advanced Manufacturing Centre of Excellence and in collaboration with industry partners.

An institutional Generative AI Action Plan, with two exemplars selected for publication by TEQSA as good practice, (2024).

Leading the Remote Learner Support Program, to develop and pilot short courses to re-engage disadvantaged learners in six remote Western NSW communities. The integrated learning program delivered tangible skills through community projects and 86% of learners completed with some attaining traineeships and others accessing VET courses.

Robust budgeting, scheduling, and performance tracking, leading to the reduction in curriculum materials spending by 38% over two years (\$75M - \$45M) and a common course architecture to reduce unit development requirements by 20%.

EXECUTIVE LEADERSHIP ACHIEVEMENTS

Ministerial appointment to the Federal Qualification Reform Design Group, in recognition of my educational expertise, my experience across tertiary education in public and for-profit institutions along with my negotiation and influencing skills.

Personal selection for NSW Public Sector Leadership Academy (2020) and subsequently invited to present to three cohorts on the topics of transformational leadership and harnessing the power of networks.

Invitation to present on NSW Public Sector Excellence podcast series, on the topic of 'Thriving in Uncertainty' (release due in 2025).

TEAM LEADERSHIP ACHIEVEMENTS

Building a multi-disciplinary team, providing a coherent vision, managing performance, and mentoring staff, resulting in a significant improvement in Team's engagement score by 12% over two years in the annual engagement survey (NSW People Matters Staff Satisfaction Survey).

Leading the restructuring of TAFE NSW's Product and Quality function, creating a single integrated team, and establishing best practice systems for planning, executing, and measuring success and continuous improvement.

Deputy Vice Chancellor, Learning and Teaching at ICMS Dec 20

Feb 18 -

Leading academic and compliance operations for International College of Management Sydney, a small, independent, dual sector institution with three campuses offering higher education, vocational education, English language and pathway programs in the field of business, hospitality, tourism, events and sports management.

Role Scope: Up to 120 staff across all campuses, Academic Operations, curriculum design, quality and innovation in learning and teaching, learning technologies, workforce planning and professional development initiatives as well as the Work Integrated Learning Unit, Library and Student Success Centre for academic support and student well-being.

KEY RESPONSIBILITIES

Overseeing quality assurance, enhancement and innovation across all aspects of learning and teaching, including the shift from completely face-to-face to digital delivery with an increase in student retention (2 case studies included in TEQSA Good Practice Note).

Developing and implementing the College's Learning and Teaching Framework, including introduction of principles to underpin online and on campus delivery, product development, workforce capability and planning, scholarship of learning and teaching.

Overseeing new course development, curriculum innovations, educational technologies and learning analytics.

Leading the evaluation strategy for the College, including external referencing, industry feedback, surveys, peer review and liaising with the business intelligence unit to ensure data informed decision making to inform risk mitigation.

Overseeing the Student Success Centre (Academic Learning Centre); the Work Integrated Learning Unit (Industry Training) and Library Services, strategic plans and budgets for all teams.

KEY ACHIEVEMENTS

Leading the College registration with both TEQSA and ASQA for the maximum of 7 years with no conditions, as Chief Academic Officer for the Institution. Prior to my arrival the higher education registration was limited to three years with five conditions and I led a significant reduction in the Institution's Provider Risk Rating.

Leading the College Academic Operations, including improvements in student retention (up by 14% in two years) during a period of significant growth in student numbers (enrolments in some sections rose by 123%), plus accreditation of 21 new courses (approved for the maximum of 7 years no conditions).

Implementation of the College Retention Framework which underpinned student success. The College received an invitation by the Regulator TEQSA to contribute two case studies of good practice to be shared across the sector.

Leading a 10% improvement in student satisfaction from 2018 to 2020 (based on QILT SES data).

Leading the creation of a single integrated academic team, and establishing best practice systems for planning, executing, and measuring success and continuous improvement.

Implementation of the Institution's online and blended delivery strategy to diversify delivery and improve efficiency (two exemplars were published by the Regulator as good practice).

Formation of the curriculum design and development team which created 21 new accredited courses, with innovative curriculum design, microcredential and online and blended delivery, in collaboration with industry partners.

Implementation of the College's Learning and Teaching Framework, including liaising with the business intelligence unit to ensure data informed decision making to inform risk mitigation.

Launching the sector-leading new undergraduate certificate courses developed in response to the COVID pandemic, which were co-designed with TEQSA the first to be accredited.

Award of Principle Fellow of Higher Education Academy, in recognition of my sustained record of strategic leadership of high-quality learning.

[REDACTED]

[REDACTED]

Personal commission in 2018 by TEQSA as one of four academics to lead a national series of workshops on [Academic Integrity](#) and design a Toolkit for use across the tertiary sector (over 20K downloads to date).

Personal invitation by TEQSA to present as one of four experts at the inaugural Quality Assurance of Online Learning Forum 2018, along with academics from University of Melbourne, RMIT and Griffith University.

Rapid deployment of fully online delivery in response to the COVID-19 pandemic, including the development of the delivery guidelines to ensure equitable student experiences and outcomes throughout this transition. Evidence of the success of this balancing the strategic imperative with the operational requirements is in the attainment of higher progression and retention throughout the teaching period.

International agreement with a Chinese polytechnic in Wuhan, including the development of a microcredential on 'active, technology-enhanced teaching', funded by the Chinese Government, for the Wuhan teaching team.

Head of Learning and Teaching Transformation, Navitas

Nov 15 - Feb 18

Leading collaborative partnerships with various Navitas colleges to transform learning, teaching, curriculum and the student experience (80,000 students, in 50 colleges globally); approx. 120 team members across curriculum, innovation and educational technology teams.

KEY RESPONSIBILITIES

- Leading innovations, large scale improvements and collective responses to opportunities for change.

- Leading the collaborative design and implementation of internal capability development frameworks and programs to enhance quality and support innovation across Navitas.

- Leading the implementation and evaluation of effective use of educational technologies including sustainable and scalable blended and online learning across Navitas.

- Liaising with divisions and colleges on structure, policy, process and capability to embed sustainable and scalable change.

Project Manager, SIBT Curriculum Review, Navitas

Jan 15 - Nov 15

Leading the comprehensive curriculum review and development of SIBT's new learning and teaching framework to guide curriculum development and delivery.

KEY RESPONSIBILITIES

- Planning and implementing the review of all existing programs to articulate into multiple university partners.

- Engaging staff in the change management initiatives associated with the new curriculum and delivery models, including capability building and quality enhancement procedures.

Director, Think Futures, Think Education

Dec 13 - Oct 14

Leading teams in the areas of innovation, academic excellence, product development and learning technologies across Think Education, a private, dual sector education provider.

[REDACTED]

[REDACTED]

Leading the implementation of Think's strategic projects to ensure the delivery of innovative, high quality educational solutions for all learners (students and staff) which are work-related, flexible, blended and engaging, eg eportfolios and redesigning traditional face-to-face and distance education models for blended and flipped delivery in new 'open space campuses'.

Developing pilots of social entrepreneurship interdisciplinary projects, for sustainable delivery in all programs.

Workforce planning, implementing Think's academic professional development framework.

Ensuring consistency and high quality of Think's online learning platforms, including Blackboard (5500 classes in 6 months), Moodle, Collaborate.

Developing the structure, success measures, procedures and reports for the new teams of Think Futures.

Senior Manager, Learning and Teaching Enhancement, UNSW

Feb 13 - Nov 13

Leading and managing the development, implementation and evaluation of the LTU's strategies, programs and services related to the enhancement of institutional capacity, in particular relating to educational technologies (Moodle, Echo 360, Turnitin and Grademark, BB Collaborate and integrations with legacy systems).

Leading and managing the redesign of LTU's professional learning programs to support institutional capacity in the design, development, implementation and evaluation of technology enabled learning, teaching, and curriculum.

Teaching on the Higher Education award programs (relating to educational technologies and educational leadership).

Planning, implementing, and evaluating University-wide strategic projects aimed at enhancing the quality of technology enabled learning, teaching and curricula, eg MOOCs.

Leading policy development and implementation in relation to university learning and teaching, eg RPL, standards-based assessment, academic quality enhancement and online and open learning.

Representing the LTU on institutional L & T committees.

Senior Lecturer, Leader, Change Management Stream, Macquarie University

Jul 05 - Feb 13

Leading the Change Management team in engaging MQ academics in transforming learning and teaching through technologies.

Leading the development of faculty implementation plans and strategies for embedding Moodle into faculty quality assurance and enhancement processes.

Leading the development of the change management plans, central and faculty-based training programs, support plans and communication strategies for the University-wide move to Moodle.

Developing frameworks to support academics in using technologies to enhance their teaching and learning environments along with compressed curriculum models and capstone subjects.

Leading the University e-portfolios project as directed by the Senate, which led to institutional policies and procedures for sustainable practice.

Leading research groups to evaluate pilots for the new LMS.

Chair of the Learning and Teaching Week 2012 planning committee, overseeing the development of the program, coordination of the week's events and evaluation.

Teaching on the Higher Education post graduate program and supervising HDR students.

Representing the LTC on the Faculty of Business and Economics Learning and Teaching Committee.

**Project Manager, Personalised Learning, Centre for Learning Innovation (CLI), NSW
Department of Education and Training Jun 04 - Jul 05**

Managing a state-wide project to research innovative models of personalised learning in NSW school and vocational education.

Developing the project plan, budget (\$280K) and communication strategy in consultation with the steering committee and reporting on a quarterly basis to the Board of Vocational Education and Training.

Ensuring stakeholder input through steering committee and various reference groups.

Establishing organisational change strategy to implement scalable and sustainable models of personalised learning.

Facilitating a 'Personalised Learning' professional learning community on DET's Teaching and Learning Exchange.

Senior Education Officer, Teaching and Learning Development, OTEN Jan 02 - Jun 04

Managing the development, implementation and maintenance of the OTEN Learning Support Site (OLS), including QA processes (38,000 students, later scaling to 68,000).

Implementing the communication and change management strategies for the OLS.

Researching and implementing innovations in teaching and learning across OTEN, eg discussion forums, chat, video and voice files.

Managing the integration of the OLS with TAFE NSW and national initiatives such as NSW DET Portal.

Leading the research and implementation of online assessment initiatives as a 2003 Flexible Learning Leader.

Training staff in integrating ICT, for example instructional design for blended learning and facilitating online discussion.

Implementing OTEN's blended learning solution with organisation-wide change management.

Attaining and project managing external grants such as Learnscope (\$50,000).

Roles prior to 2000

Manager, Edtech Projects, Securities Institute of Australia Jan 99 - Dec 01.

Lecturer, Business Communication, School of Business, Nelson Marlborough Institute of Technology, NZ Jan 96 - Jan 99.

Lecturer, English & Business Communications, Northern Sydney TAFE Sep 92 - Jun 95.

Consultant then Manager, Industrial Manpower Recruitment, Mar 89 - Sept 92.

English Teacher, St Joseph's Regional High School, Port Macquarie, Jan 86 - Dec 88.

Academic Board Memberships and Consultations

Higher Education Leadership Institute (start-up) Course advisory Committee member, 2019 - 2022

Laneway Education (start-up) Academic Board member, 2019 - 2022

[REDACTED]

[REDACTED] [REDACTED]

Psychotherapy and Counselling Federation of Australia (PACFA) Education Panel member, 2016 - 2020

Western Sydney University International College, Academic Board external member, 2016 - 2017

SIBT, Academic Board member, 2015 - 2016

Australasian Journal of Educational Technology, review panel member, 2016 - 2017

Technology, Knowledge and Learning (TKNL) Journal, Review Board member, 2014 - 2015

Chartered Secretaries Australia, eLearning consultant, 2007 - 2012

**Chief Executive Officer
Canberra Institute of Technology**

Name of candidate: Dr Margot McNeill

Present position: Chief Product and Quality Officer, Product and Quality Group, TAFE NSW, Executive Leadership Team

Name of referee: [REDACTED]

Position of referee: [REDACTED]

Contact details of referee: [REDACTED]

Date of reference: 14 March 2025

Referee Comments

[REDACTED] said that [REDACTED] has known Dr McNeill since [REDACTED] recruited her into the role of Chief Product and Quality Officer (where she managed learning content and tertiary education training for students, as well as accreditation) when [REDACTED].

[REDACTED] said that Dr McNeill

- Can either be classified as an academic with a strong corporate mind or corporate with strong academic mind – she has rare ability to combine the academic with a focus on business outcomes. It is very hard to find someone with a combination of both a commercial and academic mindset and she does both very well at each, as well as in conjunction with one another;
- Is very cross-functional in her leadership style and builds a culture in her own team around performance.
- Is very solid around educational governance and knows this field better than anyone [REDACTED] has come across. She can talk with state, territory and federal Ministers and has long experience in operating in different complex systems – she has operated at universities, private tertiary education providers and TAFE, and has a solid base on which to provide her views. She has had extensive involvement with the regulators TEQSA and ASQA, and people from those organisations will listen to her as she knows what she is talking about.
- She is very savvy in terms of digital transformation and can embrace and build future set-ups or structures in a very competent ways. She is very open minded, curious and bright, and not set in the old ways of doing things. She also has a relevant PhD qualifications.
- Is resilient and had to dig into this when she was involved in political situations with Ministers and bureaucrats and has an ability to be collaborative.
- Has a results mindset – she is very result orientated and sets her mind to achieving outcomes.
- Has an ability to influence and has credibility – she speaks with conviction about subject matters as she knows these very well, whilst speaking with a real conviction she is at the same time also a good and willing listener. She is quite capable and thrives well in environments of ambiguity and change. She had this in spades at [REDACTED]

- She is ready for a CEO role and the CIT role would be good next step for her.

When asked about any potential skill gaps or weaknesses [REDACTED] said that in first stepping up to the CEO level role, it is difficult to prepare for this level of responsibility except by being a robust and resilient person. Some people feel comfortable and others feel that it is a little lonely or different to what they expected. While [REDACTED] does not see this would be an issue for Dr McNeill, [REDACTED] believes that anyone who steps up to the CEO role would need a little time and support as they transition to the role.

In summary [REDACTED] said that [REDACTED] could highly recommend Dr McNeill for the role. [REDACTED] would hire her again in a heartbeat if [REDACTED] had the job for her and has seen what she is capable of doing. [REDACTED] said that she is very decent human being and is someone that has the right interests at heart. She is not afraid of making tough decisions, and is fair and reasonable, sets expectations and holds people to account in a fair, humane way.

Comments taken by:

Helen Innes

Referee to complete:

- ☒ I agree to this referee report being made available to the candidate by EIG if requested.
- ☐ I do not agree to this referee report being made available to the candidate unless discussed with me prior to the report being released.

**Chief Executive Officer
Canberra Institute of Technology**

Name of candidate: Dr Margot McNeill

Present position: Chief Product and Quality Officer, Product and Quality Group, TAFE NSW, Executive Leadership Team

Name of referee: [REDACTED]

Position of referee: [REDACTED]

Contact details of referee: [REDACTED]

Date of reference: 14 March 2025

Referee Comments

[REDACTED] said that first met Dr McNeill around 20 years ago. She was a well-respected Teacher at Macquarie University (i.e. she did not work for the college where [REDACTED] But she came in and did workshops etc - with much success, [REDACTED] followed her career from there but it was about 20 years later ([REDACTED] that they approached her as a "long shot" to help us. That is when [REDACTED] supervised her directly. [REDACTED]

[REDACTED] i said that Dr McNeill

- is very inclusive, values diversity and had to bring the whole [REDACTED] with her as she managed the changes.
- can be quite tough at times - she worked with the academics and had an organisation wide campaign to regenerate the curricula. This was difficult, but she brought people out of their shells to get the job done.
- does not suffer fools easily and people need to produce, however as the [REDACTED] saw her build camaraderie amongst the team.
- Has strengths in quality and governance as well as data analysis. She set up a governance charter and had people working to a rhythm which is still in place to this day.
 - For example, she realised that fashion students were dropping out and worked out that there was a problem in terms of a misalignment between the public relations messaging and student expectations and better aligned the communications. She was able to provide evidence of what was going wrong which helped them manage the Board and fix the issues.
- Is very good at handling the regulatory side – she was dogged with the regulator and won their respect by giving them the information and evidence they needed to build confidence about the [REDACTED] In supporting [REDACTED] she would get the facts and round it out into a report that [REDACTED] would take to the Board or regulators, and it would pass easily.

When asked about any potential skill gaps or weaknesses, [REDACTED] said that Dr McNeill is good at the social side, has energy, is not outwardly blunt but does have expectations that employees will produce.

She puts her views on the table nicely. She is a hard worker, will work on weekends quietly to synthesise what has been generated in the week, is good with people and still has energy and wants to do something meaningful in her next role. She will network with government agencies and has seen her operate with local MPs/politicians and officials (although not Ministers).

In summary [REDACTED] said that [REDACTED] could highly recommend Dr McNeill for the role and said that when she puts her mind to a job, she does it. [REDACTED] noted that she has an enthusiasm for moving to Canberra and still wants to do a big job.

Comments taken by:

Helen Innes

Referee to complete:

- ☐ I agree to this referee report being made available to the candidate by EIG if requested.
- ☐ I do not agree to this referee report being made available to the candidate unless discussed with me prior to the report being released.

**Chief Executive Officer
Canberra Institute of Technology**

Name of candidate: Dr Margot McNeill

Present position: Chief Product and Quality Officer, Product and Quality Group, TAFE NSW, Executive Leadership Team

Name of contact: [REDACTED]

Position of contact: [REDACTED]

Contact details: [REDACTED]

Date: 13 May 2025

Referee Comments

[REDACTED] said that [REDACTED] has known Dr McNeill since 2020 in her previous Department of Education role, before she took up the [REDACTED]. In [REDACTED] previous role, [REDACTED] had observed Dr McNeill in her TAFE NSW role, including in Senate Estimates. [REDACTED] confirmed that Dr McNeill is currently undertaking special projects, an arrangement that was established by the previous Managing Director in relation to the new University Accord, National Skills Agreement, and tertiary harmonisation.

[REDACTED] said that, in [REDACTED] previous role, she worked directly with Dr McNeill on projects including TAFE20 where the former Minister wanted to deliver vocation education in schools. While working together, [REDACTED] found Dr McNeill to be collegiate and well across her brief, noting that the skills space can be quite technical especially in relation to intersection with schools and Dr McNeill has strong knowledge in this area. [REDACTED] said that they worked well together on the project and designed the delivery of VET in schools in the way that the Minister wanted, and that did not disrupt school operations. They also had contact on issues such as Senate Estimates where [REDACTED] heard Dr McNeill give a public account of what was happening at TAFE and noted that the former Managing Director relied on her to give testimony on issues related to quality.

Noting that [REDACTED] said that it was difficult for [REDACTED] to comment on Dr McNeill's leadership style and any development areas. [REDACTED] noted that Dr McNeill has a manner that is quite polite and refined and [REDACTED] thought she would be effective in managing people, but noted that perhaps this may mean [REDACTED] would need to be more forthright in giving feedback to people.

When asked whether [REDACTED] believes that Dr McNeill is ready for a CEO role at the CIT, [REDACTED] pointed to her deep understanding of the sector, including the intersection with higher education and school, the regulation of the sector, the Universities Accord and ASQA's focus on outcomes based regulation. [REDACTED] said that the sector is undergoing transformation in the regulation and self-accreditation space and Dr McNeill's experience in this space would be valuable.

[REDACTED] noted that Dr McNeill manages a large team with 400 people plus additional budget for procuring products. [REDACTED] noted that [REDACTED] and has not had the opportunity to observe this Dr McNeill's management of this or her general management style.

Comments taken by:

Helen Innes

**Chief Executive Officer
Canberra Institute of Technology**

Name of candidate: Dr Margot McNeill

Present position: Chief Product and Quality Officer, Product and Quality Group, TAFE NSW, Executive Leadership Team (substantive role, currently seconded to special projects focussing on qualifications reform and NSW VET Review tertiary harmonisation)

Name of referee: [REDACTED]

Position of referee: [REDACTED]

Contact details of referee: [REDACTED]

Date of reference: 12 May 2025

Referee Comments

[REDACTED] noted that as the [REDACTED] she is able to comment on Dr McNeill's employment arrangements but was not in a position to comment on her performance.

[REDACTED] said that she has known Dr McNeill since she joined TAFE NSW in December 2020. She was employed as the Chief Product and Quality Officer and in that role, manages a team of just over 400 people. The team's responsibilities include product and assessment development, quality assurance, and compliance and quality across the organisation including ensuring alignment of standards, and performance insights regarding student progression and completion.

Following a request from the then Managing Director, Dr McNeill moved into a new temporary role in late 2024 where she is focussing on policy development on qualifications reform and NSW VET Review tertiary harmonisation. [REDACTED] commented that moving people onto special projects of this nature is quite common in NSW TAFE where people are asked to do special projects. Dr McNeill's substantive role has been temporarily backfilled while she is offline undertaking these projects, but she would be expected to return to her usual role once they are completed. [REDACTED] understands that Dr McNeill was asked to manage these projects as she was a member of the Qualifications Reform Design Group.

Dr McNeill is part of the Executive Leadership team and reports directly to the Managing Director. There are eight people on the executive leadership team overall, each with different line responsibilities. Dr McNeill manages a significant budget in her substantive role. [REDACTED] also noted that Dr McNeill has been active with TAFE Directors Australia and is on a number of networks including the Quality Framework network on learning and teaching resources and training packages. She is active in this network and is well known.

Comments taken by:

Helen Innes