



2027 TAFE Governing Council member appointments

Nomination Committee Guidelines
Appointments process and timelines

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1. Introduction

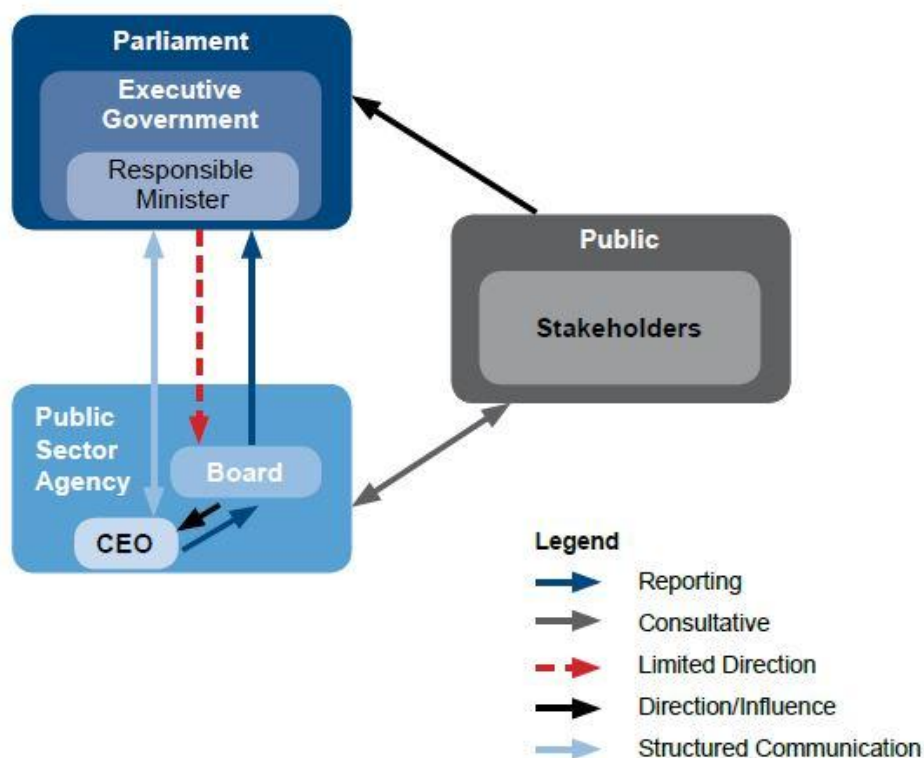
TAFE Colleges are established as statutory authorities under Part 5 of the Vocation Education and Training Act 1996. (VET Act).

Each TAFE college has a Governing Council which governs its operations and affairs. TAFE college Governing Councils are delegated authority to govern under section 42 of the VET Act. The Minister appoints governing council members, including a chairperson, deputy chairperson and members under section 39 of the VET Act.

The VET Act places Governing Councils at the highest level of decision making for a TAFE college. Governing Councils, through Governing Council Chairs, report to the Minister for Skills and TAFE.

Governing Councils are responsible for performance of TAFE Colleges. Governing Council Chairs are responsible for performance of Managing Directors, in partnership with the Minister and Public Sector Commissioner through the Delivery and Performance Agreement process.

A governance map developed by the Office of the Auditor General outlines relationships for Government boards.¹



Source: Adapted from Australian National Audit Office Better Practice Guide: Public Sector Governance, July 2003, Volume 2, Appendix 2.

Figure 1: Governance map

¹ [Background & Types of Boards - Office of the Auditor General](#)

Governing Councils are responsible for ensuring that effective decision making and governance frameworks are in place and functioning for a TAFE college.

Governing Council members operate in a legislative and public policy environment of frameworks for accountability, governance, management, policy development and service delivery.

Members can contribute expertise to a significant public training enterprise and participate in the growth and development of a vital community and State resource.

The Department of Training and Workforce Development (the Department) is the System Manager responsible for the overall management, performance and strategic direction of the vocational education and training system in Western Australia.

2. Functions of a Governing Council

The functions of a Governing Council include:

- setting strategic direction;
- governing the operations and affairs of its TAFE college;
- ensuring performance and compliance of its TAFE college;
- ensuring the college's courses, programmes and services are responsive to, and meet, the needs of students, industry and the community;
- ensuring compliance with statutory requirements, instruments issued by the Minister under the VET Act and Government policies;
- overseeing the effectiveness of risk management; internal control and assurance frameworks;
- ensuring the college delivers its targets within approved financial parameters; and
- monitoring organisational culture and performance.

Under section 42 of the *Vocational Education and Training Act 1996* (VET Act) the Governing Council functions are described as follows.

1. The Governing Council is the governing body of a college with authority in the name of the college to perform the functions of the college and govern its operations and affairs.
2. A Governing Council of a college may do all things necessary or convenient to be done for or in connection with the performance of its functions.
3. A Governing Council may perform its functions in another State or a Territory if that is necessary or convenient for the performance of the functions of the college.
4. In performing its functions, the Governing Council of a college must ensure the college's courses, programs and services are responsive to, and meet, the needs of students, industry and the community.

3. Governing Council membership and term of office

Members of a Governing Council are appointed by the Minister for Skills and TAFE (the Minister) and appointments are subject to endorsement by Government.

Appointment to a Governing Council is for a term not exceeding three years. At the end of the term, members are eligible to be considered for a further term. Members may be appointed for a term of one, two or three years to stagger appointments. Membership of individuals on a Governing Council should not exceed 10 years.

A Governing Council is to consist of:

- a Chairperson;
- a Deputy Chairperson;
- the Managing Director of the TAFE college; and
- not less than six, or more than 10, other members appointed by the Minister.

The membership of a Governing Council should include members with the specific skills and experience required to ensure the council can meet its mandate. The membership should also be diverse and seek to represent the interests of the geographic locations serviced by the TAFE college, as well as industry sector, community, gender, and Aboriginal and Torres Strait Islander peoples' needs.

As outlined in, [Premier's Circular 2025/15 – State Government Boards and Committees](#), an individual should not hold a position on more than two State Government boards or committees at any one time.

Under section 14.5 of the [Western Australian Cabinet Handbook](#), if a Governing Council member resigns before the expiry of their term, their replacement can only be appointed for the remainder of the original term.

When refreshing membership, staggered appointments are a useful tool in retaining corporate knowledge while introducing fresh perspectives.

4. Appointment principles

Appointments to the Governing Council should demonstrate compliance with the following principles:

- **Merit** – due process and merit-based selection are to be observed throughout the appointment process;
- **Fairness** – the process used to assess potential appointees must be transparent, equitable and free from bias;
- **Diversity** – to the extent reasonable, appointments to the Governing Council should reflect the diversity of the Western Australian community and be mindful of the entity's purpose and functions; and
- **Integrity** – only persons of sound reputation who are prepared to discharge their responsibilities diligently, with public interest as their primary consideration, should be appointed.

Persons appointed as Chair or Deputy Chair should have demonstrated leadership capability, including ability to facilitate discussion, summarise complex information and arguments, and where appropriate, make decisions in a professional and effective manner.

5. Member appointments process and timeline

The Department coordinates the processes for Governing Council member appointments.

As an initial stage in the appointments process, Governing Councils are required to prepare and submit a Skills Matrix identifying the expertise and experience needed to fill member vacancies for the relevant year. The Skills Matrix must be submitted for the Minister's approval, through the Department's TAFE Governance team, before vacancies are advertised and in accordance with the appointments process timelines.

Governing Council Nomination Committees shortlist member appointment applications. The application is the Department of the Premier and Cabinet Curriculum Vitae Proforma completed template (see template at **Appendix 1**).

The Nomination Committee will consider the expertise and experience mix of members when nominating members for the Governing Council.

Nomination Committees are responsible for assessing applications for member and Deputy Chair positions. Applications for Governing Council Chair positions are not assessed by Nomination Committees. The Chair position applications are provided to the Director General.

Using the *TAFE Governing Council Nomination Committee Shortlisting Assessment Form* provided by the Department, the Nomination Committee ranks applicants as recommended in order of preference, based on the ratings legend.

The assessment scoring approach enables qualitative judgement and prioritisation of skills gaps. The Nomination Committee should focus on the College's key capability needs, recognising that some skills gaps may be more critical than others.

The Nomination Committee will undertake a diversity assessment to support consideration of the overall composition of the Governing Council, including gender, cultural diversity, regional representation and other relevant diversity characteristics.

Where a candidate's curriculum vitae does not provide enough evidence to support detailed assessment of their qualities and experience, Nomination Committees may rely on qualitative judgement instead of granular scoring.

Nomination Committees will provide the completed *TAFE Governing Council Nomination Committee Shortlisting Assessment Form*, including a brief explanation of the decisions, to tafegovernance@dtwd.wa.gov.au.

The Director General will assess Chairperson applications in consultation with the Minister's office. The Director General will then make recommendations for Chair, Deputy Chair and member appointments or reappointments to the Minister, giving consideration to the Nomination Committee shortlisting outcomes.

The Director General and Governing Council Chair may identify additional candidates, where required to broaden the field of suitably qualified applicants.

Some applicants may have expressed interest in more than one Governing Council, which may result in a Governing Council not receiving their highest ranked applicants.

An appointments process timeline is provided at **Appendix 2**.

Key activity points in the process are outlined below:

Mid-September

Governing Councils submit their complete *Governing Council Composition Skills Matrix* to tafegovernance@dtwd.wa.gov.au.

Mid-October

State-wide advertising of an Expression of Interest for Governing Council membership.

Early December

The Department forwards Deputy Chair and member applications to the Governing Council Chair.

Applications for Chairperson positions that are open for appointment are referred to the Director General.

Mid-December to late-January

The Nomination Committee evaluates all applications for their Governing Council, with consideration to the Governing Council Composition Skills Matrix (the Skills Matrix) for the college (see sample template at **Appendix 3**).

The Nomination Committee will conduct applicant interviews, referee or other checks as determined necessary by the Nomination Committee.

Mid-February to mid-March

The Director General considers the Nomination Committee shortlisting outcomes and prepares recommendations for the Minister.

Mid-March to mid-April

The Minister considers the Director General recommendations for filling member vacancies.

The Director General will liaise with the Governing Council Chair on any appointment matters.

Late April

The Minister will advise the Director General of appointment nominations.

The Department prepares Cabinet submissions for Cabinet consideration of the nominations.

Prior to finalisation of Cabinet submissions, the Director General may discuss the recommended applicants for appointment with the Governing Council Chair, such as instances where the nominated applicants differ from those proposed through Nomination Committee shortlisting.

June

The Minister's Office submits the member appointments Cabinet submission to the Cabinet secretariat for Cabinet consideration.

Post Cabinet decision:

- the Minister's office issues correspondence to Governing Council Chairs and appointed/reappointed applicants notifying them of the successful appointments; then
- the Department issues correspondence to non-successful candidates.

6. Probity and screening requirements

Possessing personal, professional and commercial integrity is essential for appointees to WA State Government boards and committees.

Candidates are required to complete and submit a *Fit and Proper Person Declaration* (FPPD) (see **Appendix 4**) and *Private Interests Declaration* (see **Appendix 5**) with their curriculum vitae.

The *FPPD* is used to assess eligibility for Governing Council member appointment / reappointment. The FPPD is also forwarded to the Training Accreditation Council to verify that an appointee satisfies the Fit and Proper Person Requirements as outlined in Schedule 1 of the *Compliance Standards and Fit and Proper Person Requirements – Registration Standards 2025* (2025 Standards), and the *Vocational Education and Training (General) Regulations 2009* (VET Regulations).

Candidates recommended for appointment by the Minister will be requested to provide a National Police Certificate before Cabinet consideration of appointment nominations occurs.

7. Nomination Committee composition

When determining membership of the Governing Council Nomination Committee, consideration should be given to the knowledge or skill sets required and to accommodate workload obligations.

A minimum of four members is recommended, with the Governing Council Chair convening and leading meetings. The actual number and composition should be decided by the Governing Council membership. It is suggested that appointment to the committee be for one year.

A senior Department of Training and Workforce Development representative will be nominated for each Nomination Committee. The Department representative participates in the Nomination Committee's candidate assessment and decision-making deliberations.

It is good governance practice to separate Nomination Committee members from the process of shortlisting potential Governing Council members where any direct or perceived conflict of interest may exist.

Each Nomination Committee member, and other persons providing support to the Nomination Committee and who have access to the applications, must complete a Confidentiality/Declaration of Interest form before shortlisting assessment commences.

The Confidentiality Statement/Declaration of Interest form is provided at **Appendix 6**.

8. Nomination Committee responsibilities

The Nomination Committee is responsible to the Governing Council to ensure that:

- Governing Councils have members with a mix of expertise, experience and a range of backgrounds. Consideration should also be given to the gender balance and cultural diversity of the Governing Council and committees;
- the process for assessing candidates is fair, transparent and consistent for all applicants;
- the skill sets required by candidates are identified in the Skills Matrix;
- regular evaluation of the Governing Council is conducted to identify required skill sets and to inform the Skills Matrix; and
- there is appropriate and timely succession planning.

Nomination Committees are responsible for assessing applications for Deputy Chair and member positions only. Applications for Governing Council Chair positions are not assessed by Nomination Committees.

The Director General will assess Chairperson applications in consultation with the Minister's office and make recommendations for appointment or reappointment to the Minister.

Nomination Committee members should disclose and appropriately manage actual, potential and perceived conflicts of interest throughout the assessment process. See **Appendix 7: Guidance: Conflict of Interest Declarations During Member Appointments Shortlisting and Selection Process**.

9. Identifying potential candidates

When potential candidates are approached or enquire about Governing Council membership, they may be provided with the following:

- the [Governing Council Handbook](#) (which includes remuneration advice);
- "Frequently asked questions" fact sheet;
- information about the role of the Governing Council;
- information about the duties and responsibilities associated with the position;
- information about the amount of time likely to be required;
- advice about the probity and screening requirements and that they may be requested to provide a National Police Certificate; and
- an explanation of the selection process.

The Department of the Premier and Cabinet maintains a register of persons interested in serving on government boards and committees (which includes Governing Councils). Members of the public who wish to be considered for government boards and committees can submit their names for inclusion on the [OnBoardWA Register](#). The Minister and/or Department may consult the register during the Governing Council appointments process.

10. Governance

Each Governing Council is to have a robust Code of Conduct that deals with perceived/actual conflicts of interest. The Code of Conduct will guide the work of the Nomination Committee and ideally should be reviewed before each appointment process. It is good governance for the Governing Council to evaluate its performance and conduct a skills audit to identify areas of development for current members. This process will inform the Skills Matrix used in the selection of new Governing Council members.

The Nomination Committee should have regard to the expectations relating to appointments and succession planning outlined in the Governing Council Statement of Expectations, which the Minister issues to Governing Council Chairs.

Members are required to complete an initial Conflict of Interest (COI) declaration upon appointment and promptly update their declaration whenever relevant circumstances change, ensuring potential conflicts are identified, managed and disclosed in a timely manner.

A central register of interests will be maintained by the Governing Council/College to provide an accurate and transparent record of declared interests, supporting effective oversight and informed decision-making.

The Governing Council Chair is responsible for ensuring that conflict of interest management decisions are appropriately documented, providing a clear audit trail and demonstrating accountability, transparency and adherence to good governance practices.

The Nomination Committee should also refer to the Public Sector Commission's [Governance Manual for Western Australian Government Boards and Committees](#) available from the Public Sector Commission website.

11. Governing Council induction

New Governing Council members will participate in an induction process conducted by Governing Council Chairs and Managing Directors at the college to assist members. 5 of the [Governance Manual for WA Boards and Committees](#) provides information to assist with inducting members.

12. Vacation of office

Under Schedule 1 (1) of the VET Act a position on the Governing Council will be vacant if:

1. the term of the member expires;
2. the member resigns by written notice addressed to the Minister;
3. the member is an undischarged bankrupt or a person whose property is subject to an arrangement under the laws relating to bankruptcy;
4. the member is convicted of an indictable offence; or
5. the appointment of the member is terminated under Schedule 1, clause 1(2).

The Minister reserves the right to terminate the appointment of a member at any time at the Minister's discretion as stipulated in Schedule 1, clause 1(2) of the VET Act.

The Minister may grant leave of absence to a member on such terms and conditions as the Minister determines.

A vacancy may be filled on an interim basis with the Minister's approval and Cabinet endorsement. This position will be declared open to all applicants during the annual expressions of interest process.

13. Reappointment

Members whose terms are due to expire can apply for reappointment.

The Skills Matrix should be used to balance the requirements of the Governing Council in determining the most suitable applicant. Attendance, preparedness, conduct and overall contribution to Governing Council effectiveness should also be considered.

The need to ensure the regular turnover of members and injection of fresh ideas and enthusiasm should be balanced against the need to retain a proportion of members with the necessary skills and experience, and the need for succession planning or management of an organisation through a period of transition or considerable change.

[Premier's Circular 2025/15 – State Government boards and committees](#) states the individual membership to any one board should not exceed ten years in total.

14. Communication protocols

All applications received through the annual open expression of interest process will be acknowledged by return email. The acknowledgement will outline the process and indicative timeframes to support transparency and procedural fairness.

As applicants will be advised of expected timeframes at the commencement of the process, interim status updates will generally not be provided during the assessment period. Applicants will be notified promptly once an outcome has been determined.

Correspondence relating to the appointments process will be issued via email to the Governing Council Chair with a cc to the Managing Director and nominated TAFE Governance Officer. This approach ensures appropriate governance oversight, process continuity, and the maintenance of a clear audit trail.

Including TAFE Governance Officers in communications enables effective coordination of processes and updates.

Appendix 1

Curriculum Vitae Pro forma

The following information is required by the Department of the Premier and Cabinet from board member nominees (for both new members and reappointed members). Maximum of two pages for each member. [This text to be deleted].

Title Mr/Mrs/Ms/Miss/Mx/Dr/Prof....

Full Name

Postal Address

Contact Telephone Number

Email Address

Date of Birth dd/mm/yyyy

Current employer and position:

Work history relevant to board position:

- [List]

Voluntary involvement relevant to board position:

- [List]

Qualifications/training:

- [List]

Other board experience (list all current positions):

- [List]

Current contact details of two (2) referees:

- [Referee 1] – must include name, job title (if applicable) and contact details
- [Referee 2] – must include name, job title (if applicable) and contact details

The following information provides important data on the diversity of board membership across government and helps assess achievement of these outcomes.
[This text to be deleted].

Aboriginal	Yes / No	
Torres Strait Islander	Yes / No	
Person with a disability or special needs	Yes / No	If yes, please specify
Language other than English spoken at home	Yes / No	If yes, please specify
Country of Birth – Australia	Yes / No	If no, please specify

Appendix 2

2027 Governing Council Membership Appointments Process Timeline

Action	Date
DTWD to initiate request for completed <i>Governing Council Composition Skills Matrix</i>	24 August 2026
Governing Council to submit the <i>Governing Council Composition Skills Matrix</i> to: TAFEGovernance@dtwd.wa.gov.au	11 September 2026
Notice regarding expression of interest for Governing Council membership published on Department and TAFE college websites	From 25 September 2026
Statewide advertisements regarding EOI for Governing Council membership published in metropolitan and regional newspapers	12 October 2026
EOI period closes	13 November 2026
DTWD to provide applications to TAFE colleges	4 December 2026
EOIs reviewed and shortlisted by Governing Council Nomination Committees. Note: <i>Governing Council Chair applications are not considered by Nomination Committees</i>	14 December 2026 to 22 January 2027
Nomination Committees to submit the outcome of their shortlisting assessment to DTWD at TAFEGovernance@dtwd.wa.gov.au	29 January 2027
Director General DTWD to consider Nomination Committee shortlisting assessments and make recommendations to the Minister	12 February to 19 March 2027
The Minister considers recommendations for appointment	19 March to 16 April 2027
The Minister advises DTWD of recommendations for appointment	23 April 2027
Cabinet submissions to finalise appointments forwarded to Minister's Office for review	14 May 2027
Minister's Office to forward Cabinet Submissions to Cabinet secretariat	28 May 2027 by 10.00am
Cabinet submissions tabled (proposed)	14 June 2027
Correspondence from the Minister to Governing Council Chairs to advise of the outcome of the appointment process	21 June 2027
Correspondence from the Minister to all applicants to advise of the outcome of the appointment process	28 June 2027

Appendix 3

Governing Council Composition Skills Matrix

A key step in the Governing Council appointments process is for Governing Councils to prepare and submit a Skills Matrix prior to the commencement of the formal application process. This matrix will identify the expertise and experience of current members, as well as the capabilities required to be addressed through the appointment process to fill vacant member positions.

Note: Completion of both Part A and Part B of the Skills Matrix is required.

The Skills Matrix is to be submitted to DTWD at:

tafegovernance@dtwd.wa.gov.au by 11 September 2026.

The categories of expertise and experience that should be held by one or more members of a Governing Council are:

- **Essential** expertise and experience; and
- **Desirable** expertise and experience.

Essential expertise and experience	Desirable expertise and experience
Financial management and business experience	Human resources management
Education and training	Legal expertise
Strategic planning and leadership	Evaluation and performance measurement
Corporate governance and ethics	Information technology
Risk management and audit	Public relations and marketing
Stakeholder and community engagement	
Relevant industry expertise and experience	
Regional representation (for regional colleges)	

Part A: Expertise and experience of current members

Governing Council member <i>Insert member name</i>	First appointment date	Expiry of term	Expertise and experience <i>State expertise applicable from category A and/or B</i>
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Chair

Deputy Chair			
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Member

Member			
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Member

Member			
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Member

Member			
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Member

Member			
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Part B: Expertise and experience to be sourced through the appointments process

Complete this table to identify the categories of expertise and experience to be sourced through the 2027 appointments process.

Expertise and experience		
	To be sourced through 2027 appointments process <i>Insert: Yes or No</i>	Comments
Essential		
Financial management and business experience		
Education and training		
Strategic planning and leadership		
Corporate governance and ethics		
Risk management and audit		
Stakeholder and community engagement		
Relevant industry expertise and experience		
Regional representation (for regional colleges)		
Desirable		
Human resources management		
Legal expertise		
Evaluation and performance measurement		
Information technology		
Public relations and marketing		

Expertise and experience (EE) descriptors

EE: ESSENTIAL	
Financial management and business experience	Experience and/or knowledge of corporate financial management, including application of robust financial management controls. Experience in business leadership or organisational management, including developing and implementing business plans and strategies.
Education and training	Knowledge and understanding of the National and State, school, vocational education and training, tertiary systems including legislative and regulatory frameworks.
Strategic planning and leadership	Experience in leading the development and implementation of strategic plans to achieve the organisation's long-term goals.
Corporate governance and ethics	Experience and ongoing commitment to high standards of corporate governance and ethics, including experience with an organisation that is subject to rigorous governance and ethics standards.
Risk management and audit	Experience and/or knowledge of corporate risk management frameworks, including integrating risk management into decision making, monitoring the effectiveness of controls and mitigation strategies through audit.
Stakeholder and community engagement	Experience in strategic stakeholder engagement and working effectively with a range of industry, business and community stakeholders on matters of shared interest.
Relevant industry expertise and experience	A comprehensive understanding of a specific field, including its trends, challenges and key stakeholders.
Regional representation (for regional colleges)	Resides in a regional location of a college where governing council membership is sought/secured and understands the local economy, social landscape and physical environment of the location.
EE: DESIRABLE	
Human resource management	Experience and/or knowledge of human resource management and personnel considerations in complex organisations.
Legal expertise	Legal experience and/or knowledge, including compliance frameworks and regulation.
Evaluation and performance measurement	Experience in evaluation processes and practices.
Information technology	Experience and/or knowledge of corporate IT systems and governance, including complex business systems.
Public relations and marketing	Experience in public relations and marketing that supports the achievement of strategic goals and objectives.

Qualities, qualifications and diversity (QQD)

QQD 1: QUALITIES AND CREDENTIALS	
Community connection	A demonstrated commitment to high ethical standards and integrity and maintaining good standing in the community.
Professional board and committee experience	Ability to contribute constructively to board discussions and communicate effectively with management and other board members. Experience serving as a public sector, private sector, non-profit board or committee member.
Vocational education and training (VET) and tertiary qualifications	Completed vocational education and training and tertiary qualifications and other relevant professional development.
Professional certifications (eg CPA; CA; CIA)	Certified Practising Accountant (CPA); Chartered Accountant (CA); Certified Internal Auditor (CIA); or similar.
QQD 2: DIVERSITY CONTRIBUTION TO THE GOVERNING COUNCIL	
All areas	Governing Council membership should be diverse (for example, this can include people with different ethnicity, genders, races, cultures and abilities). All areas assessed to address identified gaps in Governing Council composition.

Appendix 4

Governing Council Fit and Proper Person Declaration

Anyone who is a governing person including owners, executive officers, high managerial agents, legally responsible officers, or persons who oversee, direct or exercise a degree of control or influence over the management or operation of the provider must satisfy Fit and Proper Person Requirements (FPPR) as outlined in Schedule 1 of the Compliance Standards and Fit and Proper Person Requirements – Registration Standards 2025 (2025 Standards), and the *Vocational Education and Training (General) Regulations 2009* (VET Regulations).

The selection process includes applicants signing a witnessed fit and proper person criteria for suitability certification.

As part of the application for appointment, all candidates must complete the *Fit and Proper Person Declaration*, ensure it is signed and witnessed, and submit the completed declaration to tafegovernance@dtwd.wa.gov.au

The *Fit and Proper Person Declaration* form is available at the link below:

www.wa.gov.au/service/education-and-training/vocational-education/fit-and-proper-person-requirements

PRIVATE INTERESTS DECLARATION

PROPOSED POSITION & ORGANISATION	Governing Council Chair/Deputy Chair/Member (Name of TAFE College)
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Please answer the following questions by circling the reply that applies to your personal circumstances.

If you answer “yes” to any question, please provide details in the Private Interests Declaration - Details section of this form, signed and dated.

Please note that answering “yes” to any question does not necessarily preclude you from being appointed. Your response will be treated as confidential and will only be used for purposes connected with this proposed appointment.

1. Do you have any disclosable criminal convictions, i.e. convictions as an adult that form part of your criminal history other than those protected by the Spent Convictions Scheme (see Part VIIC of the <i>Crimes Act 1914</i>)?	Yes / No
2. Are you, or have you been, the respondent or defendant in any civil or criminal court action (including as a company director or other office holder)?	Yes / No
3. (a) Have you ever been declared bankrupt, entered into a debt agreement under Part IX of the <i>Bankruptcy Act 1996</i> (the Bankruptcy Act) or entered into a personal insolvency agreement under Part X of the Bankruptcy Act? (b) If you are in a partnership, have any of your partners ever been declared bankrupt, entered into a debt agreement under Part IX of the Bankruptcy Act or entered into a personal insolvency agreement under Part X of the Bankruptcy Act?	Yes / No Yes / No
4. Has any business or commercial enterprise for which you, or if applicable your partner(s), have had responsibility ever gone into receivership or a similar scheme or arrangement?	Yes / No
5. During the last 10 years have you, or if applicable your partner(s), been the subject of a court order in connection with monies owing to another party?	Yes / No
6. Have you ever been summonsed or charged concerning non-payment of tax or outstanding tax debts, investigated for tax evasion or defaults, or negotiated with the Australian Taxation Office over outstanding tax debts?	Yes / No
7. Have you ever been the subject of a complaint to a professional body which has been substantiated, or is currently under investigation? Have you been subject to a formal conduct investigation? (if yes, please provide details).	Yes / No
8. Have you ever been dismissed from employment because of a discipline or misconduct issue?	Yes / No
9. Are you the director of a company, sit on a board of any organisation, or hold any other professional roles or Commonwealth roles (including advisory)? <u>If yes, please provide details in the following page (please include all bodies including not-for-profit).</u>	Yes / No
10. Do you or your immediate family have any financial interest in any company or business, or are you or your immediate family employed or engaged by any company or business, which might have dealings with, or an interest in the decisions of, the office to which you may be appointed? If yes, include advice in a separate attachment on how this conflict of interest would be managed.	Yes / No
11. Are you a lobbyist registered on the Australian Government’s Lobbyists Register or the register of a state or territory? If yes, please provide details in a separate attachment.	Yes / No
12. Are you currently employed by the Commonwealth, the Administration of a Territory, or a public statutory corporation or incorporated company owned by the Commonwealth on a full-time/part- time basis? If yes, please provide details.	Yes / No
13. Is there any other information which could be relevant to your suitability for the appointment? (if yes, please provide details).	Yes / No

ASSURANCE

I advise that to the best of my knowledge my private, business and financial interests, including taxation affairs, would not conflict with my public duties or otherwise cause embarrassment to myself or to the Government during my term of appointment.

I also undertake to advise the responsible Minister should a situation arise in the future which might cause a conflict of interest with my responsibilities under this appointment.

.....

Name

Signature

Date

PRIVATE INTERESTS DECLARATION - DETAILS

PROPOSED POSITION & ORGANISATION	Governing Council Chair/Deputy Chair/Member (Name of TAFE College)
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Please provide details for all 'yes' answers to any question on the Private Interests Declaration form. Please detail how any conflict(s), actual or perceived, will be managed if appointed. Please note that responses to Q12 may be relevant to remuneration payable for part-time appointments with reference to section 7(11) of the *Remuneration Act 1973*. The Act provides that a person is not entitled to remuneration for part-time appointments when holding certain full-time employment, engagement or appointment. Your responses will be treated as confidential and will only be used for purposes connected with the proposed appointment.

QUESTION	IF YOU HAVE ANSWERED 'YES' TO ANY OF THE ABOVE QUESTIONS PLEASE PROVIDE DETAILS OF THE OCCURRENCE(S)
	[Note to nominees: If the information is extensive, please attach a separate document containing the relevant details - please remove this text when completing this form]

Please provide any conflict of mitigation strategy(ies) for all directorships, board and professional roles, as well as any matters noted under Question 13 on the main page.

QUESTION	DETAILS <u>WITH</u> CONFLICT MITIGATION STRATEGY
	[Note to nominees: - when providing details of directorships, board memberships and all other professional roles please ensure your declaration here matches the list of current roles held as listed on your provided curriculum vitae – please remove this text when completing this form]

ASSURANCE

I declare that to the best of my knowledge, the information provided above is true and correct.		
.....		
Name	Signature	Date

Appendix 6

Confidentiality statement/Declaration of interest form

CONFIDENTIALITY STATEMENT

Nomination Committee members are reminded of their obligation to treat both the TAFE College Governing Council appointments process and the information contained in the relevant documents with the utmost regard for confidentiality.

Nomination Committee members, and nominated support officers given access to the appointments documentation, are required to read and sign the declaration below and provide a copy with the shortlisting outcome submitted to the Department of Training and Workforce Development.

Confidentiality Declaration	
I _____ (name) understand and agree to abide by the confidentiality requirement of this selection process.	
_____ Signature	_____ Date

DECLARATION OF INTEREST

Nomination Committee members are reminded that the TAFE College Governing Council appointments assessment process is free from bias, patronage and nepotism. Nomination Committee members are required to declare if they have a family, marital or personal relationship with any of the applicants in this assessment process that may compromise their ability to participate in the assessment process.

Declaration of Interest	
_____ Name	
_____ Work agency/Organisation	
Nature of declared interest: _____ _____ _____ _____	
_____ Signature	_____ Date

Appendix 7

Guidance: Conflict of Interest declarations during appointments shortlisting and selection processes

Purpose

To ensure recruitment and selection decisions are fair, transparent, and defensible, all Nomination Committee members are required to identify, disclose, and appropriately manage actual, potential, and perceived conflicts of interest throughout the selection process.

Key Principle

In the vocational education and training (VET) sector and other professional environments, it is common for Nomination Committee members to know applicants through previous employment, industry networks, professional collaborations, committees, projects, or educational activities. The existence of a professional relationship does not automatically prevent participation in a selection process. However, it may require disclosure and assessment.

When in doubt, Nomination Committee members should declare the relationship and allow the Chair or delegated decision-maker to determine whether any management action is required.

What Should Be Declared?

Nomination Committee members should disclose any relationship, interest, or circumstance that could:

- Influence their impartiality.
- Be perceived by others as influencing their impartiality.
- Create an actual, potential, or perceived conflict of interest.

Examples include:

- Current or previous supervisory relationships.
- Close professional working relationships.
- Personal friendships.
- Family relationships.
- Business or financial interests.
- Previous involvement in disputes, complaints, or grievances involving an applicant.
- Any circumstance where an independent observer may reasonably question the member's impartiality.

Professional Relationships and the VET Sector

Recognising the interconnected nature of the VET sector, committee members may know one or more applicants professionally.

Where a committee member:

- Has worked with an applicant,
- Has served on committees with an applicant,
- Knows an applicant through sector networks, or
- Has professional familiarity with an applicant's work,

it does not automatically constitute a conflict requiring removal from the process, however, these relationships should generally be disclosed so that their significance can be assessed and documented appropriately.

Managing Declared Conflicts

Once disclosed, the Chair or delegated authority should determine whether any management actions are necessary.

Possible outcomes include:

- No action required, with the declaration recorded.
- Continued participation with monitoring.
- Partial exclusion from specific discussions or decisions.
- Recusal from the assessment of a particular applicant.
- Withdrawal from the entire recruitment process.

The response should be proportionate to the nature and level of risk presented by the conflict.

Recommended Practice for Recruitment Processes

At the commencement of the shortlisting process, the Chair should provide a brief conflict of interest reminder covering:

1. The obligation to disclose actual, potential, and perceived conflicts.
2. The expectation that professional relationships may need to be declared.
3. The principle that declaring a relationship does not automatically exclude participation.
4. The process for assessing and managing declared conflicts.
5. The importance of documenting declarations and decisions.

Documentation Requirements

All declarations should be recorded, including:

- The name of the Nomination Committee member.
- The nature of the relationship or interest.
- The assessment undertaken.
- Any management actions implemented.
- The decision-maker responsible for the assessment.

Where it is determined that no conflict exists or no management action is required, this decision should also be documented.

Key Message

If a Nomination Committee member is uncertain whether a relationship or circumstance constitutes a conflict of interest, the safest and preferred approach is to declare it. Transparency through disclosure supports consistent decision-making and protects the integrity of the recruitment process.