



INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

# **Chief Executive Officer**

## **Candidate Information Kit**

**December 2020**

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## organisation background

The public purpose sector\* plays a vital role in the daily lives of all Australians. Through a range of far-reaching and innovative programs, IPAA Victoria is enhancing the work and influence of the public purpose sector throughout Victoria.

IPAA Victoria is the not-for-profit professional association for public sector professionals across all three levels of government in Victoria; as well as those in the community, tertiary education and private sectors who work with the public sector.

IPAA Victoria is a thought leader on the evolution of the public sector – and public expectations – in a time of rapid technological, social and other changes. IPAA Victoria designs and delivers innovative professional development programs and events, administers awards and provides high-level networking opportunities, while instilling the values of leadership, innovation, integrity, client focus and continuous improvement.

In 2019 we celebrated IPAA Victoria's 90-year history and contribution to supporting the public sector in Victoria and beyond.

*\* People who are united around a common purpose to deliver an outcome that serves the community. Whether they are from the public, not-for-profit, community, tertiary or business sectors, they share a commitment to operating in true partnership, recognising the need to transfer to the common purpose some of their authority and/or knowledge, and holding themselves mutually accountable for delivery of the outcome.*

### Organisational Objectivities

IPAA Victoria is Victoria's peak public sector professional association. We are a trusted provider and partner, connecting, empowering and celebrating Victoria's public purpose sector. We provide platforms for public purpose sector professionals and organisations to thrive, strengthen their capability, share knowledge and expertise, and converse with opinion leaders and peers. We enable public purpose sector professionals and organisations to network, engage with complex issues through thought leadership, renowned professional development programs, communities of practice and other inspirational opportunities.

The purpose of IPAA Victoria is to:

- support continuing professional development and encourage networking opportunities for Members to build capability in the public purpose sector in Victoria
- develop partnerships and collaborations with organisations that support IPAA Victoria's purposes
- engage in thought leadership, information sharing and informed debate on issues of relevance to the public purpose sector in Victoria
- advance the interests of the public purpose sector in Victoria
- create awareness and enhance the reputation of the public purpose sector and its service to the Victorian community

- support excellence and continuous improvement in the public purpose sector in Victoria
- promote inclusion and diversity in the public purpose sector in Victoria
- promote ethical standards, transparency, accountability and integrity within the public purpose sector in Victoria
- be an active and supportive member of IPAA National.

## Membership

IPAA Victoria offers two main types of value-based membership tiers: Organisations and Personal.

Our members have access to discounted member prices for our events and courses, free member-only events and a multitude of resources. We also offer elaborate networks such as our Communities of Practice and a Young Professionals program (YIPAA) that provides an opportunity for both professional networking, thought leadership and organisational renewal.

IPAA Victoria is where all levels of government meet the other actors in service to the Victorian community; where public sector leaders share ideas, experiences and nurture the leaders of tomorrow. Our organisation members come from across all levels of government and across the public purpose sector.

## IPAA Victoria Board

The IPAA Victoria Board currently consists of 11 members and the Chief Executive Officer (*ex officio*). Our Board members are engaged across the public purpose sector in Victoria including federal, state, and local governments, and university, corporate and not-for-profit sectors.

The Board meets at least six times a year and comprises the following Members:

<p><b>John Bradley</b>  <b>Secretary, Department of Environment, Land, Water and Planning</b>  <b>President</b>            Co-opted August 2020            Elected November 2020            &gt; <a href="#">LinkedIn</a></p>	<p><b>Entsar Hamid</b>  <b>General Manager, Government &amp; Stakeholder Engagement &amp; Registry Services</b>  <b>Victorian Land Registry Services</b>  <b>Deputy President</b>            Co-opted December 2019            Appointed November 2020            &gt; <a href="#">LinkedIn</a></p>
<p><b>Dean Yates</b>  <b>Victorian Government &amp; Public Sector Leader, Advisory, EY</b>  <b>Chair, Audit, Finance &amp; Risk Committee</b>            Elected 2016, Re-elected 2018 and 2020            IPAA Victoria Fellow 2010            IPAA National Fellow 2019            &gt; <a href="#">LinkedIn</a></p>	<p><b>Clare Amies</b>  <b>Chief Executive Officer, genU</b>            Appointed 2018, Elected 2019            &gt; <a href="#">LinkedIn</a></p>

<p><b>Noelene Duff PSM</b>  <b>Chair of Administrators, City of Casey</b>  Appointed 2018, Elected 2019  IPAA Victoria Fellow 200  &gt; <a href="#">LinkedIn</a></p>	<p><b>Dr Graeme Emonson</b>  <b>Deputy Secretary, Department of Environment, Land, Water and Planning</b>  Elected 2019  IPAA Victoria Fellow 2011  &gt; <a href="#">LinkedIn</a></p>
<p><b>Prof. Jenny Lewis</b>  <b>Professor of Public Policy, School of Social and Political Sciences, University of Melbourne</b>  Chair, Strategic Program Committee  Appointed 2018, Elected 2019</p>	<p><b>Ben Rimmer</b>  <b>Deputy Secretary, Housing Division, Department of Health and Human Services</b>  Appointed 2018, Elected 2019  IPAA Victoria Fellow 2015  IPAA National Fellow 2017  &gt; <a href="#">LinkedIn</a></p>
<p><b>Angela Singh</b>  <b>Executive Director, Koorie Outcomes, Department of Education and Training</b>  Chair, Aboriginal Advisory Committee  Co-opted 2019, Elected 2019 IPAA Victoria Fellow 2014</p>	<p><b>Tracey Slatter</b>  <b>Managing Director, Barwon Water</b>  Elected 2019  IPAA Victoria Fellow 2013  &gt; <a href="#">LinkedIn</a></p>
<p><b>Jennifer Wolcott</b>  Chair, Awards Committee  Chair, Women's Network Advisory Committee  Co-opted 2016, Elected 2017, Re-elected 2019  &gt; <a href="#">LinkedIn</a></p>	<p><b>David Ali</b>  <b>Chief Executive Officer &amp; Board Secretary</b>  Ex officio Board Member  Appointed December 2016 (notice of resignation October 2020)</p>

## a new direction

### IPAA Victoria Strategic Refresh 2020-2023

In an evolving world, we at IPAA Victoria are challenging ourselves as to the best role we can play in advancing public purpose professions and their spirit of service, and inspiring outstanding public purpose leadership.

During our 90th year we considered our purpose, place and impact. We have refreshed our directional priorities to guide IPAA Victoria's future contribution and impact. This work is encapsulated in the IPAA Victoria Strategic Refresh 2020-2023 that was launched in mid 2020.

In summary, under the IPAA Victoria Strategic Refresh 2020-23:

- **our Statement of Purpose** is: *IPAA Victoria – Strengthening the capability and impact of Victoria's public purpose sector*
- **our Positioning Statement** is: *Connecting, empowering and celebrating Victoria's public purpose sector*
- **our Strategic Priorities** are:

*We will support our members to strengthen Victoria's community by developing their capability, resilience and courage to respond to challenges and continually adapt. In partnership with Victoria's public purpose sector we will:*

1. *be member-driven and provide experiences that our members find rich, engaging and relevant*
2. *continue to deepen the support we provide to further our members' capability and career development*
3. *facilitate collaboration and deepen engagement to enhance the impact of our members and their work*
4. *utilise thought leadership to share and build knowledge and capability*
5. *celebrate achievements in the public purpose sector and enable member- to-member support to learn from and share experience and expertise*
6. *expand the suite and value of the offerings and services we deliver.*

- **our Values** are:
  - *Engagement - build and grow strong reciprocal relationships and networks*
  - *Inclusivity & Safety – provide a safe place for multiple voices*
  - *Innovation - contribute to shaping a stronger public purpose sector*
  - *Integrity - consistency in demonstrating and promoting honesty, transparency and ethical behaviour*
  - *Excellence - constantly seek to improve the quality of our service.*

We are very excited about our refreshed directions and new strategic priorities. The Strategic Refresh 2020-23 is accompanied by a dedicated Implementation Plan which aligns with several supporting initiatives such as our Programs Strategy 2019-2023, Membership Engagement Strategy, Collaboration Framework, Partnership Framework, Research and Knowledge Curation Strategy and a bespoke consulting service.

## position background

Reporting to the Board, the Chief Executive Officer is responsible for all aspects of IPAA Victoria. With approximately 15 FTE staff, and annual budget of around \$4-5m, the Chief Executive Officer is expected to provide exceptional leadership of the IPAA organisation, pursuing a culture of high performance, strategic advice on operational and policy matters to the Board, continue and strengthen IPAA Victoria's offerings and relationships across the public purpose sector (Victorian and national), and maintain a strong public profile.

The position is full-time, three-year contract with option for further contract.

### prime attractions of this position

This role is a unique opportunity, leading the only professional association dedicated to the Victorian public sector, and driving the sustainable implementation of IPAA Victoria's strategic objectives, as currently encapsulated in the IPAA Victoria Strategic Refresh 2020-23.

The role is high profile; working with a Board of eminent professionals including Departmental Secretaries, CEOs and academics; you will gain valuable experience leading an organisation and expand your networks across the public purpose sector exponentially.

In addition to working in a diverse, inclusive and supportive team environment, you will enjoy a competitive remuneration package and other benefits including:

- generous-salary packaging
- flexible working arrangements to support work/life balance
- four weeks annual leave
- gifted leave may be provided between the end-of-year public holidays
- professional development opportunities including free access (when possible) to the full suite of IPAA Victoria's Professional Development offerings
- access to IPAA Victoria's Employee Assistance Program, which provides personal and confidential counselling support on personal and work-related issues
- health and well-being initiatives such as fruit box and flu vaccination.

### reporting relationships

The Chief Executive Officer has multiple reporting dimensions, including:

**Reports to:**

IPAA Victoria Board

**Direct reports:**

Chief Operating Officer

General Manager Capability Development

General Manager Engagement

Executive Officer

**Other key reporting relationships:**

Board Subcommittees

Sponsor and lead specific projects as required

## **position objectives**

The primary objectives of the Chief Executive Officer position are to:

- Provide visionary and strategic leadership and oversight of IPAA Victoria's and operations
- Represent and advocate for IPAA Victoria and its members in the public sphere
- Drive performance in every aspect of operations and service delivery
- Implement and drive a sustainable and adaptive business model and strategies, and fit for purpose governance, to ensure the achievement of IPAA Victoria's strategic, operational and financial objectives
- Lead and inspire a passionate and committed team
- Build and nurture strong relationships with stakeholders across the public purpose sector
- Foster innovation and apply business acumen and a business development focus, including membership, service offerings, partnerships and networks

## **responsibilities**

### **Leadership**

- Lead, guide and support IPAA Victoria's Executive Management Team to provide outstanding leadership and sound management in order to ensure the expansion of the organisation into the future
- Lead, guide and support the IPAA Victoria team to meet service, performance, and financial targets
- Ensure IPAA Victoria remains abreast of trends and issues in the public and public purpose sectors which support growth and relevance of the organisation
- Grow IPAA Victoria's membership base (Personal and Organisation), and maintain and foster partnerships for programs and events
- Broaden IPAA Victoria's service offering
- Effectively represent the organisation at public and industry forums, and liaise with the relevant government bodies
- Maintain morale, foster innovation, teamwork, and a sense of corporate identity.

### **Strategy**

- Drive delivery of the Strategic Refresh 2020-23 Implementation Plan
- Develop and implement strategic planning processes, including an annual Corporate Plan for IPAA Victoria
- Seek input to strategy development from relevant stakeholders and members
- Conduct ongoing business analysis and planning
- Provide strategic advice and report regularly to the Board

### **Financial Management**

- Ensure the organisation's budget and financial performance are managed appropriately

- Ensure the regular preparation and presentation of quality financial and related activity reports to the Board
- Ensure all relevant governance, legal and audit requirements are met.

### **People Management**

- Lead all people matters through the development of an adaptive agile and performance oriented organisational culture
- Ensure the development and maintenance of high performance organisational human resource management policies, practices and procedures
- Drive a holistic and integrated Employee performance management system
- Recruit and manage contractors as required
- Continuously raise the capability of staff and the capacity of the organisation through ongoing professional development.

### **Relationship Management**

- Nurture and maintain relationships with key stakeholders across the public purpose sector including the Victorian Public Service, Victorian Public Sector Commission, the Australian Public Service based across Victoria, local governments, universities, the not-for-profit sector and the private sector to co-develop and co-deliver exceptional professional and career development opportunities
- Strengthen partnerships with IPAA National and other IPAA Divisions to develop and deliver offerings for a range of stakeholder groups
- Actively participate in and represent IPAA Victoria at a range of Victorian and national committees and working groups
- Manage the Fellows (National and Victorian) and other award nomination processes

### **Policy and Content**

- Contribute to Victorian and National Council policy development and implementation
- Ensure continuous improvement and development of policy for IPAA Victoria
- Oversee IPAA Victoria's research and evaluation agenda, and contribute to innovative content development for niche programs through consistent dialogue with members and other stakeholders.

### **Governance**

- Manage high quality contemporary governance practices and advice to the Board and standing committees
- Review and maintain the IPAA Victoria Constitution and key governance resources
- Actively engage the membership base in the governance of the organisation.

## Program Development

- Lead the creation of cutting edge programs that promote public administration as a profession
- Promote exemplars of good public purpose sector practice
- Keep IPAA Victoria at the forefront of contemporary learning methodologies.

## Who we are looking for / about you

As a passionate C-suite executive, you bring the right blend of qualifications, experience and skillset including significant experience and exposure to a variety of learning models. You will be a highly strategic and evidence-informed professional and bring broad and deep hands-on experience, particularly in the public sector.

You will have the proven ability to design, deliver and implement organisational strategies, programs and projects. With a strong focus on relationship management, you have the experience to work collaboratively to ensure a sustainable approach based on future business needs. You will continually look to refine or find new and innovative ways to deliver services, incorporating industry best practice standards across our membership and the broader public purpose sector. You must bring demonstrated diversity and inclusion experience.

You will have extensive experience in leading, managing and developing a team as well as have experience leading and overseeing an adaptive and agile business model.

You will be a collaborative leader with demonstrated ability to develop strong and authentic relationships with diverse stakeholders and partners. You will work collaboratively with the IPAA Victoria Board and other key stakeholders to achieve strategic and other goals.

Preferred candidates must also be able to demonstrate a commitment to upholding IPAA Victoria's values. You will be required on occasion to work out-of-hours as required.

## Skills and Experience

### Essential

- **Knowledge of the public purpose sector** – extensive lived experience of the workings of local, State and/or Federal governments including a demonstrated passion of, and commitment to, the public purpose sector
- **High level knowledge and experience in capability-building** – experience in design, development and delivery of different capability building initiatives to a high standard for a range of audiences, using feedback and evidence to drive continuous improvement in professional learning and development
- **Leading people** – ability to effectively and empathetically lead, coach and develop people
- **Inclusive program management** – the ability to understand and development partnerships, programs, and teams which embed diversity and inclusion

- **Interpersonal skills** – exceptional stakeholder engagement skills and a demonstrated ability to build rapport and trust quickly, altering approach as the situation demands, and diffusing difficult situations in a manner that puts stakeholders at ease
- **Exceptional organisational, business development and project management skills** – ability to identify and pro-actively develop new business opportunities, network confidently, lead and manage projects and develop new project initiatives, addressing issues strategically and delegating effectively to ensure project success
- **Excellent effective communication and presentation skills** –the ability to present in a compelling, confident manner to external audiences; highly-developed writing skills; facilitating collaboration effectively with a range of stakeholders and negotiating effectively to meet organisational objectives; presenting confidently to external audiences, including facilitating and/or delivering training or professional development activities as required
- **Qualifications** –tertiary qualifications in public policy, management, business, or similar.

### Values and attitudes

We are expecting the Chief Executive Officer to have the following:

- demonstrated commitment to the public purpose sector
- established, active networks across the Victorian Public Service and public sector
- energy and drive to make a significant difference and impact
- positive and optimistic
- high emotional intelligence including being highly self-aware and insightful
- curious and innovative and confident to question the status quo
- strategic and hands on
- having and showing care and respect
- being inclusive, open and honest and having integrity
- sound judgment
- always striving for excellence
- commercial acumen.

The Chief Executive Officer will be expected to commit to:

- uphold IPAA Victoria's values
- think and act in line with IPAA Victoria's six strategic priorities
- build rapport with staff, external stakeholders and members
- be a leader in a community of learners by demonstrating a desire to learn new skills and content
- apply principles of equity and diversity
- uphold safe work practices to ensure sound workplace health

## the selection process

Fisher Leadership has its own process to screen and conduct initial interviews following you submitting a resume for their review.

During the process you may be required to complete online psychological testing.

Fisher Leadership will provide IPAA Victoria with a short-list and following this Selection Panel interviews will be conducted with shortlisted candidates.

Subject to positive outcomes of the selection process and being the best available candidate, an offer may be made, subject to:

- a National Police Check
- confirmation of certification of tertiary qualifications and
- a pre-employment Health Declaration

A commencement date will be agreed with a six-month probation period.

IPAA Victoria's recruitment decisions are based on equity and merit. Using the foregoing competitive selection process, we make an overall assessment of each candidate's skills, experience, qualifications and personal qualities against the requirements of the role.

Our selection processes and decisions are free of bias and unlawful discrimination. Our selection process is designed to ensure the most suitable candidate is appointed to the position. IPAA Victoria reserves the right not to make an appointment.

To be eligible for employment with IPAA Victoria, you must be either:

- an Australian or New Zealand citizen; or
- an Australian permanent resident or
- hold a valid work permit or visa which enables you to work in Australia for the duration of this three-year contract.

IPAA Victoria promotes diversity and equal opportunity in employment and is committed to a diverse workplace which is safe and inclusive where all team members are respected, valued and supported.

IPAA Victoria acknowledges the diverse skills and perspectives that people bring to our workplace because of their gender, age, language, cultural background, disability, sexual orientation, working style, work and life experiences, and other qualities and diversities. We particularly encourage applications from Aboriginal and/or Torres Strait Islander peoples.

### **Application Instructions**

To apply - please go to [fisherleadership.com](http://fisherleadership.com) and click on 'APPLY ONLINE' using reference **IPAceo1220**, addressing your cover letter and resume to David Baber of Fisher Leadership, or call 0459 991 501 for further information.

Your application should include:

1. A brief covering letter clearly quoting IPAceo1220 and specific responses to the Essential Criteria.
2. A complete current resume; stating responsibilities and achievements against each role you have held.

*Please ensure that you receive an email acknowledgement confirming receipt of your application.*

The closing date for applications is **Friday, 22 January 2021**.

