



EARLY
LEARNING
ASSOCIATION
AUSTRALIA



Information for Candidates

Chief Executive Officer

May 2023

fisher
LEADERSHIP



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AUSTRALIA



*The national peak
body championing
excellence in early
learning for children
and supporting
parents and service
providers.*

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LEADERSHIP



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About Early Learning Association Australia

ELAA is the national peak body championing excellence in early learning for children and supporting parents and service providers. For over 30 years Early Learning Association Australia (ELAA) has been working with parents and early learning providers toward a shared vision of excellence in early learning for every child.

Support services

ELAA has developed a grass roots understanding of the value and challenges presented by early childhood education. We share our members' passion for delivering excellence in early learning to children before they commence school, and we help them to do this by providing professional support and resources on a wide range of matters including:

- effective governance
- industrial relations
- best practice management
- Occupational Health and Safety
- Professional Development
- Road Safety Education



About Early Learning Association Australia

Advocacy

Through our advocacy work ELAA provides a voice for parents and service-providers alike; a voice that is clearly heard and respected by policy makers, thanks to our understanding of government, relationships with early learning sector stakeholders, and our advocacy experience. We work with members, peak bodies, Commonwealth, State and local governments, and other stakeholders to promote and support quality, accessibility and affordability of early childhood services.

Membership

ELAA's diverse membership base represents over 1300 early childhood education and care providers including:

- Early Years Managers
- independent kindergartens
- long day care services
- integrated services
- local governments
- government and independent schools
- out of school hours care services



**SUE WEST –
CHAIRPERSON
(FROM JULY 2022)
VICE PRESIDENT
(NOVEMBER 2019
TO JULY 2022)**

Appointed: 2015
Expertise: government relations / advocacy, early childhood development / education, and policy and research
Committees: Executive, Finance and Risk, and Governance



**KRISHNAN
RANGASWAMY –
TREASURER**

Appointed: 2013
Expertise: finance, management, governance, and risk management
Committees: Executive and Finance and Risk



STACEY FOX

Appointed: 2017
Expertise: early childhood development / education, governance, and policy and research
Committees: Finance and Risk



SAMANTHA KOLASA

Re-appointed: November 2020
Expertise: early childhood development / education, organisation strategy and change management, human resources / culture and capability, management, and governance



**ROSALYN CASEY –
SECRETARY**

Appointed: 2018
Expertise: marketing / PR, management, and governance
Committee: Executive



IAN SANDERS

Appointed: 2018
Expertise: organisation strategy and change management, management, and governance
Committees: Finance and Risk



GEORGIE CHAPMAN

Appointed: June 2020
Expertise: legal / industrial relations
Committees: Governance



**AILEEN ASHFORD –
DEPUTY CHAIRPERSON
(FROM JULY 2022)**

Appointed: November 2020
Expertise: government relations/advocacy, early childhood development / education, organisation strategy and change management, human resources / culture and capability, management, governance, policy and research, fundraising / philanthropy
Committees: Executive and Governance



**GRANT BOYD –
PRESIDENT (NOVEMBER
2019 TO JULY 2022)**

Appointed: 2018
Expertise: government relations / advocacy, early childhood development / education, organisation strategy and change management, management, and governance



TRACEY MCKAY

Appointed: 2018
Expertise: government relations / advocacy, early childhood development / education, organisation strategy and change management, management and governance
Committees: Governance

Position Description

ABOUT ELAA

Early Learning Association Australia (ELAA) is Victoria's peak body for early childhood education and care (ECEC) services and is an influential voice for excellence and equity for Australian children. For over 32 years ELAA has represented the voice of over 640 members and has advocated for high quality early learning to governments and the community.

ELAA's vision is excellence and equity in early childhood education and care. Our purpose is to collaboratively develop solutions with members, government, and partners to achieve our vision.

ELAA provides a vast range of support services to members across metropolitan, regional, and rural Victoria. Our members include independent kindergartens; Early Years Management services; long day care services; local governments; independent schools; and before and after school hours care providers.

GOVERNANCE

ELAA is governed by a Board of Directors who are committed to ensuring the organisation is accountable to its stakeholders and the sector within which it works. The Board also provides the stewardship which protects and strengthens the organisation's reputation, resources and legacy. The Board supports the CEO to set strategic priorities and oversee financial, quality and risk management systems and a strong advocacy agenda.

There are three Board sub committees that assist the Board in its governance responsibilities and provide deeper perspective on key organisational priorities. Each committee is chaired by a Board Director and consists of: Finance and Investment Committee; Nomination and Remuneration Committee; and Quality and Risk Management Committee.

STRATEGIC PLAN

The 2021-2025 Strategic Plan is organised around four key pillars: excellence and equity, lead and influence, quality solutions and capable and sustainable.

Position Description

CONTEXT OF THE POSITION

ELAA is recruiting a new Chief Executive Officer (CEO) to continue growing and developing the organisation. Since its establishment, ELAA has played a major role in initiating and furthering improvements in the early education and care of children in Victoria.

Four years into a five-year strategic plan, ELAA is poised to implement the next major phase of its development. To achieve this, the Board is seeking to engage an experienced, motivated and skilled individual to lead ELAA to the next level.

In pursuing this goal, the CEO will be responsible for the successful leadership and management of the organisation according to the strategic direction set by the Board. The CEO will provide leadership, direction and guidance for the organisation's activities and programmes. This will include representing the organisation to politicians, governments, funders, industry bodies, members, and to the public.

As a visionary, the CEO will significantly contribute to the implementation of the Best Start Best Life reforms across Victoria. The State Government has committed \$14 billion to expand kindergarten programs across the state over the next 10 years. The CEO role will be critical in creating positive and innovative change across the sector for the benefit of children and their families. Further the CEO will also be actively involved and be a key contributor to the Commonwealth Government National Early Years Strategy and related policy and program development.

Position Description

About the role

The CEO has overall responsibility for implementing the strategic direction and activities of ELAA with a focus on the following:

- Strengthening the reach and effectiveness of ELAA'S advocacy presence to ensure that ELAA is recognised as the key peak body for early childhood education and care and contributes to policy and investment solutions for members and the ECEC sector more broadly.
- Ensuring the provision of a range of high-quality responsive services to the membership and strengthen the membership base.
- Enhancing the strategic capacity of the organisation to take opportunities to increase and diverse revenue through evidence base and data informed advocacy and influence.
- Developing and enhancing strong relationships with sector partners and providing leadership on advocacy strategies.
- Elevating the reputation of ELAA through the delivery of effective, professional, and targeted communication, including acting as a media spokesperson.
- Mitigating against any risks and looking for opportunities to ensure the ongoing sustainability of the organisation.
- Strong financial acumen ensuring financial sustainability of the organisation.
- Actively oversee all internal operations and effectively leads the ELAA team and manages change in a constructive and consultative manner.

Position Description

Organisational Relationships

Supervisor	<ul style="list-style-type: none"> • Board of Directors
Direct Reports	<ul style="list-style-type: none"> • Director Member & Advocacy Solutions • Director Strategy • Business Unit Manager – Governance & Operations • Business Unit Manager – Member Solutions
International Relationships	<ul style="list-style-type: none"> • All staff
External Relationships	<ul style="list-style-type: none"> • Key Stakeholders include members, politicians, government, corporates, unions, community stakeholders, philanthropy, peak bodies. • ELAA members • Professional networks

KEY ACCOUNTABILITIES AND RESPONSIBILITIES

Leadership, Governance and Compliance

- In partnership with the Board, take responsibility for the development and implementation of ELAA's strategic plan.
- Support the Board and Chair by attending, reporting, providing guidance and advice on significant issues and providing appropriate documentation for Board and Committee meetings.
- Ensure compliance with the regulatory environment and legislation governing the organisation
- Act as the spokesperson for the organisation and influence public opinion on early childhood and care.
- Take responsibility for identifying additional sources of funding to support the work, development, and sustainability of the organisation
- Strong financial management of the organisation

Position Description

External Relationships and Advocacy

- Promote and advocate for members to seek systematic and societal change so that all children have access to high quality education and care.
- Liaise and effectively coordinate with key allies and external stakeholders.
- Establish and ensure strong links with key stakeholders (Ministers and other politicians, government, members, peaks, unions, donors, etc.)
- Undertake social media interviews that promote ELAA, its role, and comment on policy and government directions as appropriate.
- Spearhead profile raising activities with members and potential members and the community, including developing and implementing a strong marketing and communication plan for the organisation

People & Culture Leadership

- Ensure that the workplace culture is consistent with our organisational values and encourages teamwork, reflection, cooperation and that services are rendered with effectiveness and efficiency.
- Sets an organisational tone that attracts, retains, motivates and develops a highly qualified workforce
- Determine staffing requirements and build staff capacity.
- Implement performance management processes and mentor staff as appropriate.
- Observe all relevant employment law requirements.

Position Description

Service Delivery

- Ensure that all services are planned, monitored and reviewed to provide high quality services to members.
- Encourage a culture of continuous improvement, reflection and innovation to meet new and changing needs.
- Ensure that the organisation is well placed to take up opportunities for new services/ functions consistent with its strategic directions.
- Ensure systems and processes are in place to manage risk.
- Financial discipline and the importance of financial balance to achieve the organisation's mission and purpose is in place.
- Actively oversee the ongoing delivery of services to members in collaboration with partner organisations to ensure organisational and member outcomes are achieved.

Position Description

KEY SELECTION CRITERIA

You are an accomplished CEO or executive leader with skills ideally developed within the community, health, disability education sectors or similar organisations.

- Graduate qualification in education, social work, or health sciences
- Post Graduate qualification in management/executive leadership.
- Graduate/Member of Australian Institute of Company Directors is desirable.

Specifically, you can demonstrate:

- Principled, values driven leadership with a strong record of effective organization management and experience and understanding of good governance.
- Demonstrated success in leading organisations and promoting an inclusive, positive, and results-based culture.
- Organisational strategy development and implementation that inspires a clear vision of success.
- Political astuteness and advocacy skills that inform policy and reform.
- Sound experience in managing organisations including effective and efficient human and financial operational excellence.
- Experience advocating and influencing Government policy and a track record of building trusted relationships with a diverse range of stakeholders.
- Understanding of systems change and experience effectively managing change at micro and macro levels internally and externally to the organisation.
- Highly developed business acumen includes securing and retaining new revenue.

Application Instructions

To apply, go to: www.fisherleadership.com and click on 'APPLY ONLINE' using reference **EARceo0523** and address your cover letter and resume to Kate Wheeler or Pauline Gates of Fisher Leadership.

Your application should include:

1. A brief covering letter (a response to the KSC is not required)
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.

Applications Close: Sunday 9th July 2023



Fisher Leadership

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fisherleadership.com