

## POSITION DESCRIPTION

Position Title	Manager, Strategy Implementation		
Organisational Unit	Office of Student Success		
Functional Unit	Office of the Director		
Nominated Supervisor	Director, Office of Student Success		
Higher Education Worker (HEW) Level	9	Campus/Location	MacKillop (North Sydney)
CDF Achievement Level	2 Management (Line)	Position Number	#HR to assign
Employment Type	Full-time	Date reviewed	17 March 2020

## ABOUT AUSTRALIAN CATHOLIC UNIVERSITY

Mission Statement: *Within the Catholic intellectual tradition and acting in Truth and Love, Australian Catholic University is committed to the pursuit of knowledge, the dignity of the human person and the common good.*

At ACU we pride ourselves on offering a welcoming environment for everyone. At the same time, we are a university committed to standing for something clear. We stand up for people in need and causes that matter. ACU's Mission is central to the University, and informs every area – integrating the dignity of the human person, the common good, and ethical and social justice considerations into our core activities of student learning and teaching, research and service.

We are a publicly-funded university which has grown rapidly over the past few years. We're young, but we are making our mark: ranking among the top universities worldwide. We have got seven campuses around Australia, more than 200 partner universities on six continents, and a campus in Rome, Italy.

We know that our people make us a university like no other. It's your values, action and passion that makes the difference. Whatever role you may play in our organisation: it's what you do that defines who we are.

We value staff, offering excellent leave and employment conditions, and foster work environments where they have the ability grow and develop. We continue to invest in our facilities and workplaces, and actively involve staff in shaping the future direction of the organisation.

In order to be agents of change in the world, we all need to see life through the eyes of others. We believe that our role as a university is to inspire and equip people to make a difference – and that means cultivating their ability to act and think empathetically.

We hope that you might champion these values, and work with us to create a place of learning that is not only the envy of the world, but the making of it.

The structure to support this complex and national University consists of:

- Provost
- Chief Operating Officer & Deputy Vice-Chancellor
- Deputy Vice-Chancellor, Research
- Deputy Vice-Chancellor, Education and Innovation
- Vice President
- Deputy Vice-Chancellor, Coordination

Each portfolio consists of a number of Faculties, Research Institutes or Directorates. The Vice President drives both the Identity and the [Mission](#) of the University. In addition, five Associate Vice-Chancellors and Campus Deans focus on the University's local presence and development of the University at the local 'campus' level.

## ABOUT THE EDUCATION AND INNOVATION PORTFOLIO

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The Office of the Deputy Vice-Chancellor (Education and Innovation) is responsible for delivering a distinctive educational experience at ACU through quality learning and teaching and student engagement, as well as driving innovation across the University.

The Deputy Vice-Chancellor (Education and Innovation) supports the Vice-Chancellor in providing leadership of major activities of ACU, including:

- ACU College
- Advancement and Alumni
- Centre for Languages
- First Peoples and Equity Pathways
- Learning and Teaching Centre
- Library
- National School of Arts (Innovation, Strategy and Academic Culture)
- Office of Student Success
- Strategic Partnerships and Executive Education
- International

## ABOUT THE OFFICE OF STUDENT SUCCESS

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As part of the wider portfolio of Education and Innovation, the Office of Student Success (OSS) provides students with support services to promote student academic success, student engagement in university life, opportunities for student leadership development and opportunities for students to develop graduate attributes making them career-ready professionals.

The OSS is responsible for supporting student associations including the ACU National Student Association (ACUNSA) and the Postgraduate Association (PGA). OSS is also responsible for the delivery of university-wide initiatives that comply with regulatory and statutory requirements, such as Respect. Now. Always. (RNA) and Safeguarding Children and Vulnerable Adults.

The Director, OSS manages and leads the professional student support services including Orientation and first year transition programs which are delivered across the University. These services aim to provide every student with opportunities to succeed with achieving their academic and personal goals.

Student support is available through the following service areas:

- Academic Skills Unit
- Career Development Service
- Counselling and Disability Service
- Student Experience (including Student Enrichment and Student Advocacy Service).

In addition, commencing students are provided with support through:

- PASS (Peer Assisted Study Sessions)
- Connect2Uni - transition to university program.

The Office of Student Success provides a range of student programs for whole of life formation through leadership opportunities which promote the development of character, responsibility, integrity, motivation, humility, spirituality, service and compassion for others, such as:

- membership of the Golden Key International Society
- Community Achievers' Program
- Leading with Impact - leadership program for students
- ACU Games
- non-sporting student clubs and societies.

## POSITION PURPOSE

The Manager, Strategy Implementation is principally responsible for managing projects and processes across the Directorate and will work with and support the Director of the OSS to ensure the effective management of programs, specific projects and systems that fulfill the strategic and operational plans of the OSS. The position will drive student-centred initiatives to ensure a strong service culture in line with the Mission, Vision and goals of the University. The Manager, Strategy Implementation supervises the National Safeguarding Officer (Policy, Support and Compliance) to implement the university-wide Safeguarding Children, Young People and Vulnerable Adults Action Plan and the Respect. Now. Always. (RNA) Action Plan. The Manager, Strategy Implementation will also manage relationships with OSS Program Managers to ensure the continuous improvement of Programs by monitoring key performance indicators for the effective delivery of service and achievement of agreed outcomes.

## POSITION RESPONSIBILITIES

### Introduction

A number of frameworks and standards express the University's expectations of the conduct, capability, participation and contribution of staff. These are listed below:

- ACU Strategic Plan 2015-2020
- Catholic Identity and Mission
- ACU Capability Development Framework
- Higher Education Standards Framework
- ACU Service Delivery Model
- ACU Staff Enterprise Agreement including provisions in relation to Performance Excellence

The [Capability Development Framework](#) in particular is important in understanding the core competencies needed in all ACU staff to achieve the University's strategy and supports its mission.

### Key responsibilities

Key responsibilities specific to this position	Relevant Core Competences ( <a href="#">Capability Development Framework</a> )	Scope of contribution to the University			
		Within the work unit or team ✓	School or Campus ✓	Faculty or Directorate ✓	Across the University ✓
Provide the Director OSS with management support to ensure the delivery of student programs and services meet the strategic and operational priorities of the University.	<ul style="list-style-type: none"> <li>• Apply Commercial Acumen</li> <li>• Be Responsible and Accountable for Achieving Excellence</li> <li>• Make Informed Decisions</li> </ul>			✓	
Implement Directorate planning and reporting which is aligned with the University's broader Strategic Planning framework to ensure all OSS Programs are effectively meeting agreed outcomes. This includes preparation of quarterly and annual reports, in collaboration with OSS Program Managers.	<ul style="list-style-type: none"> <li>• Be Responsible and Accountable for Achieving Excellence</li> <li>• Make Informed Decisions</li> <li>• Deliver Stakeholder Centric Service</li> </ul>			✓	

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		Within the work unit or team ✓	School or Campus ✓	Faculty or Directorate ✓	Across the University ✓
Supervise the National Safeguarding Officer (Policy, Support and Compliance) to ensure consistent implementation of ACU Safeguarding Children, Young People and Vulnerable Adults Action Plan and the Respect. Now. Always. (RNA) Action Plan.	<ul style="list-style-type: none"> <li>Adapt to and Lead Change</li> <li>Collaborate Effectively</li> <li>Coach and Develop</li> </ul>				✓
Provide assistance with the preparation of the OSS budget and monitor program expenditure to ensure programs are delivered within budget and there is good stewardship of resources.	<ul style="list-style-type: none"> <li>Apply Commercial Acumen</li> <li>Make Informed Decisions</li> <li>Know ACU Work Processes and Systems</li> </ul>			✓	
Take the initiative to assess and assist the development and innovation of OSS Programs to promote a culture of continuous improvement within the Directorate.	<ul style="list-style-type: none"> <li>Adapt to and Lead Change</li> <li>Collaborate Effectively</li> <li>Make Informed Decisions</li> </ul>			✓	
Develop strong partnerships with the wider ACU community for the support and effective delivery of OSS Programs.	<ul style="list-style-type: none"> <li>Adapt to and Lead Change</li> <li>Collaborate Effectively</li> <li>Be Responsible and Accountable for Achieving Excellence</li> </ul>				✓
Lead and manage OSS Directorate projects delivering on milestones through to completion to ensure new strategies, systems and services are implemented to achieve resultant changes on time and within budget.	<ul style="list-style-type: none"> <li>Adapt to and Lead Change</li> <li>Be Responsible and Accountable for Achieving Excellence</li> <li>Know ACU Work Processes and Systems</li> </ul>			✓	
Assist the Director OSS and OSS Program Managers in the development, review and implementation of OSS policies and procedures.	<ul style="list-style-type: none"> <li>Apply Commercial Acumen</li> <li>Be Responsible and Accountable for Achieving Excellence</li> <li>Make Informed Decisions</li> </ul>				✓

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		Within the work unit or team ✓	School or Campus ✓	Faculty or Directorate ✓	Across the University ✓
Monitor, analyse and report on student data including Student Surveys to inform further development of Student Programs.	<ul style="list-style-type: none"> <li>• Apply Commercial Acumen</li> <li>• Know ACU Work Processes and Systems</li> </ul>		✓		
Work collaboratively with managers across the Office of Student Success directorate to develop annual Operational Plans and Risk Registers. This includes the development of KPI's and the reporting against agreed outcomes.	<ul style="list-style-type: none"> <li>• Collaborate Effectively</li> <li>• Be Responsible and Accountable for Achieving Excellence</li> <li>• Communicate with Impact</li> </ul>	✓			
Develop proposals and manage project work to ensure the effective deployment and allocation of project resources.	<ul style="list-style-type: none"> <li>• Apply Commercial Acumen</li> <li>• Make Informed Decisions</li> </ul>			✓	

## HOW THE ROLE OPERATES

### Key Challenges and Problem Solving

Within this context, and in an environment of collaboration with the broader group of OSS Managers, the key challenge of this position is to be able to meet the following objectives:

- Effective management of a complex suite of projects and initiatives that either cross OSS service areas or are specific to program areas to ensure that student programs and services are delivered to meet the Higher Education Standards.
- Effective contribution to decision-making processes and policy formulation across a diverse range of program areas.
- Act with independence to implement a framework, policy and processes for the management of university-wide initiatives and structure reporting that complies with legislative requirements, while at the same time consulting with and meeting the expectations of a significant breadth of stakeholders.
- Continual review of current systems, services and processes to ensure quality control, quality management planning and continuous improvement.
- Initiation and development of new strategies, systems and processes to ensure programs are delivered at a high standard.
- Development of a strong culture of planning and evidence-based reporting for the monitoring and achievement of agreed student outcomes.

### Decision Making / Authority to Act

- The position holder will review and implement a framework, policy and processes in consultation with a wide range of stakeholders.
- The position holder has substantial autonomy in the day-to-day management and support of the administrative aspects of the role.

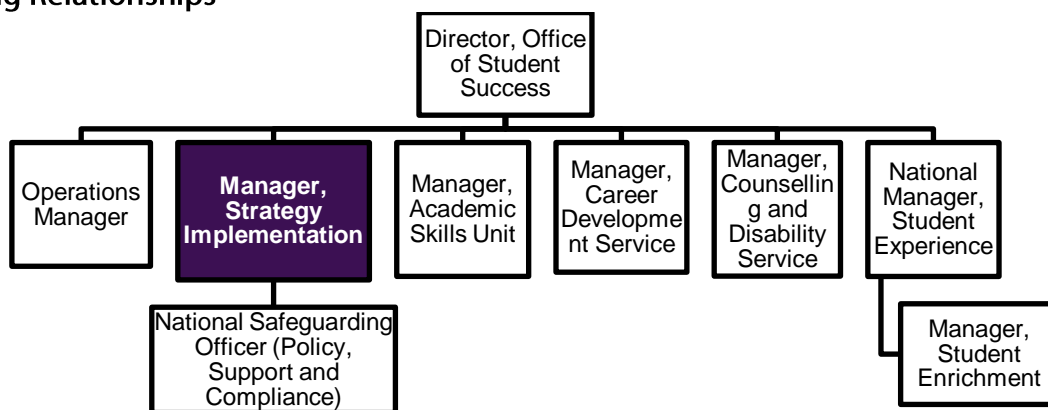
- The position holder gives advice and recommendations on policy improvement in response to changing legislative requirements and the direction and strategy as set by the Director OSS.
- The position holder submits relevant internal and external reports, as approved by the Director, Office of Student Success.

## Communication / Working Relationships

The position holder will be required to:

- Communicate and work collaboratively with managers across the OSS Directorate, staff across the University and stakeholders external to ACU to coordinate and implement projects, initiatives and strategies.
- Follow and implement the direction and strategy as determined by the Director and communicate this to staff within the OSS Directorate.
- Prepare reports for submission to the Deputy Vice-Chancellor (Education and Innovation) and the Vice-Chancellor.
- Maintain communication with the Director OSS to update on current situation, discuss future strategy and advise on issues that require resolution at a higher level.
- Discuss the strategy and direction of the OSS Directorate more broadly across the University.

## Reporting Relationships



For further information about structure of the University refer to the [organisation chart](#).

## QUALIFICATIONS AND CAPABILITY OF THE POSITION HOLDER

Qualifications and Capability	
Qualifications, skills, knowledge and experience	
1.	Completion of a relevant degree and extensive relevant experience; or an equivalent combination of relevant experience and/or education/training.
2.	Demonstrated planning and organisational skills, with the ability to manage several events/projects at one time, achieve required outcomes and meet deadlines in a demanding environment.
3.	Demonstrated analytical and problem-solving skills in order to seek effective outcomes to meet a business requirement.
4.	Demonstrated planning, reporting and financial management skills including an ability to analyse, present and report data. This includes advanced skills in Microsoft Excel.
5.	Demonstrated ability to lead, influence and motivate staff to leverage performance and achieve positive outcomes.
6.	Demonstrated highly developed oral and written communication skills including an ability to consult and negotiate effectively with staff and students and work with devolved teams.
Core Competencies (as per the <a href="#">Capability Development Framework</a> )	
7.	Live ACU's Mission, Vision and Values: Demonstrate confidence and courage in achieving ACU's Mission, Vision and Values by connecting the purpose of one's work to ACU's Mission, Vision and Values.
8.	Deliver Stakeholder Centric Service: Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority. See the <a href="#">ACU Service Delivery Model</a> .
9.	Collaborate Effectively: Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.
Other attributes	
10.	Demonstrated commitment to cultural diversity and ethical practice principles and demonstrated knowledge of equal employment opportunity and workplace health and safety, appropriate to the level of the appointment.