

RESPONSE TO POSITION DESCRIPTION:
Executive Director, Anglican Schools Office, Diocese of Brisbane

Gilbert CASE

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DUTIES AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

- I believe that I have demonstrated adaptability and flexibility of the kind required in the preceding material in this application. I am aware of the present needs and future possibilities of the Anglican Schools Office, and both realise and expect that a wide range of duties is expected in the position.
- I am aware of the need to provide service to the schools of the Diocese and of the Province, and of the dual roles of the Anglican Schools Commission and the Queensland Anglican Schools System Ltd.
- I am also aware of the differences in situation and needs of schools owned by the Diocese of Brisbane, and those which have other corporate structures, and of the need to encourage co-operative teamwork across all types of Anglican schools.

GENERAL RESPONSIBILITIES OF THE POSITION

- I am aware of the range of canonical legislation which applies to the various schools in the Diocese and the Province, and of the Constitution of the Queensland Anglican Schools System Ltd. Associated with this are the responsibilities of the position to the Archbishop, and the relationships to other officers, including the General Manager, and to other Boards and agencies, including the Property and Finance Board, and the Anglican Development Investment Fund.

SPECIFIC RESPONSIBILITIES OF THE POSITION

1. Policy Making and Planning

- I am aware of the need to develop policy initiatives in a number of areas to extend the mission of the Church through the maintenance, establishment and development of authentic Anglican schools in the Diocese
- I believe that strategic planning must be developed and regularly revised to cover a number of areas of principal concern and interest. These include:
 - budgetary and financial matters, especially funding to support the operations of the Anglican Schools Office in the light of changing bases for government recurrent funding of schools
 - advice on the financial management of schools
 - new school development, both independently and in conjunction with other Christian denominations
 - external liability and responsibility, including workplace relations and enterprise bargaining, legal liability, government relationships
 - consultancy services to be made available to schools in such areas as promotion, in-service activities, religious education, indigenous education and other areas

In these areas a delicate but vital balance must be maintained between the responsibilities of individual School Councils, Heads of Schools, and the operations of the Anglican Schools Office in pursuit of its mission goals.

- I believe that I have demonstrated an ability to carry out these duties and responsibilities. Especially through my involvement with AISQ and NCISA I have been called on to negotiate with a number of Federal Government officers and ministers, and with similar figures in the State Government.
- There are a number of areas of current development which will need continuing support. These include indigenous education, chaplain support and training, and programs to support new Heads. Other areas for potential development include support for students with a variety of special needs, and the development of programs for non-resident (“visa”) students. Relationships with such bodies as AISQ in these areas will be important, as indicated below.

2. Management

- I believe that I have demonstrated and can continue to demonstrate efficient and effective communication in the areas indicated.
- The range of management areas to be addressed in this position is extensive, and must cover such areas as:
 - Office management
 - Management of the affairs of the Commission and System, including providing services to committees and meetings of the Commission and of the System Board and System Council
 - Liaison with schools, especially with the Chairs of Council and the Heads, and representation of the Diocese to Schools and Councils, including membership of School Councils as a nominee of the General Manager
 - Liaison with external agencies, including governments, industrial unions (especially the Queensland Independent Education Union), and other denominational representatives
 - Reporting to the Archbishop-in-Council and/or the Synod regarding operations...and many others!
- I hold that my experience as Head of St Paul's, as well as my involvement in other organisations, provide evidence of ability to handle a varied and complex workload in an effective and balanced way.

3. Human Resources

- The recruitment and retention of key staff is central to the successful operation of the Anglican Schools Office. Staff training and development is critical here. Also essential is an agreed system of appraisal against agreed objectives. These are areas in which I have been closely involved in my present position.
- Support, as indicated, must also be provided to staff of schools upon request from their Councils or Heads. The list of areas covers ground with which I am familiar, and where specialist expertise would be sought as required, for example with regard to superannuation.
- A key human resource issue is the role of the Executive Director and the Office in advising School Councils regarding the selection of Heads, and if necessary their appraisal and even removal. As a long-standing Head in the Diocese, I have already been consulted in such areas on a number of occasions.
- Over the last 21 years I have been responsible for the appointment of some hundreds of staff, and have been obliged to dispense with the services of very few. I regard myself as having strong staff selection skills. The staff at St Paul's have tended to remain for long periods, which I believe indicates a good record of motivation and support for them in carrying out their duties.

4. Representation

- The items in this section have been generally covered above. It is important that Anglican schools retain their particular identity, but at the same time participate in general educational activity (and in particular independent educational activity). This can be achieved through the involvement of staff in such bodies as The Australian College of Education, The Australian Council of Educational Administration, The Association of Independent Schools of Queensland Inc., The Association of Heads of Independent Schools of Australia, and similar associations. Anglican Schools have a long history of involvement in these bodies and these links are very important. The recent AISQ elections have seen strong representation of Anglican schools appointed to its Executive and Education Committees.
- The prudent management of and accountability for financial and other resources is obviously essential.

5. CONCLUSION

The above sections address the Position Description as published. I believe that I have other areas of expertise not specifically addressed above which would contribute to the success of my performance in this position.

Finally, I am aware that if this application is successful my successor at St Paul's will need clear assurance that she or he truly has charge as Head of that School. That person must be confident that there will be no interference, real or imagined, in the independence of the School's operations because of my continuing to be employed by the Diocese.



13 April 2000