

**WESTERN SYDNEY**  
UNIVERSITY



**Whitlam Institute**

WITHIN WESTERN SYDNEY UNIVERSITY

# CANDIDATE BRIEF

**DIRECTOR**

**WHITLAM INSTITUTE**

MARCH 2022





**WE ARE  
WESTERN  
SYDNEY**



The Whitlam Institute within Western Sydney University commemorates, and is inspired by, the life and work of one of Australia's most respected Prime Ministers, The Hon. Gough Whitlam AC QC. As the custodian of Gough Whitlam's legacy, the Whitlam Institute promotes the contemporary relevance of his vision of a more equal, open, tolerant and independent Australia.

The Whitlam Institute is guided by the 'three great aims' that drove the Whitlam Program of 1972. They are:

- to promote equality;
- to involve the people of Australia in the decision-making processes of our land; and
- to liberate the talents and uplift the horizons of the Australian people.

Established under an Agreement between the University and Mr Whitlam in 2000, the Whitlam Institute is a separately incorporated entity within Western Sydney University. Its Board oversees the Whitlam Trust Fund and advises on the Whitlam Institute Program. The Whitlam Institute is located in the Division of the Senior Deputy Vice-Chancellor. Its staff are employees of the University.

The four pillars of the Whitlam Institute are: the Whitlam Prime Ministerial Collection; its public policy program; its civics education and outreach program; and responsibility for making the historic Female Orphan School [FOS] a centre for intellectual and cultural engagement for the people of Western Sydney. The Whitlam Institute at the Female Orphan School is now rapidly growing into a vibrant, multifaceted centre of ideas, culture and arts, all within one of the most significant heritage sites in Australia.

Western Sydney University is a modern, forward-thinking, research-led university, located at the heart of Australia's fastest-growing and economically significant region, Western Sydney. Boasting 11 campuses – many in Western Sydney CBD locations – and more than 200,000 alumni, 49,500 students and 3,500 staff, the University has 13 Schools with an array of well-designed programs and degrees carefully structured to meet the demands of future industry.

The University is ranked in the top two per cent of universities worldwide, and as a research leader, over 85 per cent of the University's assessed research is rated at 'World Standard' or above.

Western Sydney University is driven by and committed to a set core of values:

- Boldness
- Integrity
- Fairness
- Excellence

Western Sydney University's principles of sustainability, equity, transformation and connectedness underpin the University's mission which ensures our students will succeed, our research will have impact and our communities will thrive through our commitment to excellence, sustainability, social justice, global relevance and equity.

# WELCOME FROM THE SENIOR DEPUTY VICE-CHANCELLOR AND PROVOST



I am delighted to introduce the Whitlam Institute at Western Sydney University to interested and suitable candidates for the position of Director, Whitlam Institute.

This is a very exciting time to be joining the Whitlam Institute within Western Sydney University, which is one of the most dynamic and innovative academic institutions globally.

The Whitlam Institute commemorates, and is inspired by, the life and work of one of Australia's most respected Prime Ministers, the Hon. Gough Whitlam AC QC. The Institute is the custodian of Gough Whitlam's legacy, promoting the contemporary relevance of his vision of a more equal, open, tolerant and independent Australia. This year is an especially exciting year as the Whitlam Institute commences a program of celebration for the 50<sup>th</sup> anniversary of the Whitlam Government.

Western Sydney University's Strategic Plan, *Sustaining Success 2021-26*, incorporates the Institute's vision through a commitment to our values of Boldness, Fairness, Integrity and Excellence.

The Strategic Plan defines for the University our mission to ensure our students succeed, our research has impact, and our communities thrive. The underpinning principles of sustainability, equity, transformation and connectedness allow this mission to be realised.

Located in one of the fastest growing regions in Australia, Western Sydney University now boasts 11 campuses and is committed to supporting the economic growth of our region. With nationally significant projects such as the Aerotropolis on our doorstep, we have plans for significant infrastructure development to support the University's and the Institute's success. The Whitlam Institute is located on our beautiful Parramatta South campus, within the historic Female Orphan School, the oldest three-storey structure in Australia. The rich combined heritage of the Whitlam Institute being located within the Female Orphan School is seeing a rapidly growing vibrant, multifaceted centre of ideas, culture and arts within Western Sydney.

This is a very exciting time to be joining the Whitlam Institute and Western Sydney University and to contribute to shaping our institution and the region. We are looking forward to welcoming an enthusiastic, creative and collaborative member of staff to lead the Whitlam Institute and work together with the University to see the Hon. Gough Whitlam's vision carried forward for future generations.

## **Whitlam Institute**

<https://www.whitlam.org/>

## **Plans for the Region**

<https://www.multiversity.edu.au/>

<https://www.planning.nsw.gov.au/Plans-for-your-area/Priority-Growth-Areas-and-Precincts/Western-Sydney-Aerotropolis/Agribusiness-Precinct>

A handwritten signature in blue ink, appearing to read 'Clare Pollock'.

Professor Clare Pollock  
Senior Deputy Vice-Chancellor and Provost  
Western Sydney University



Western Sydney University acknowledge and respect Traditional Owners of the Lands, the Darug, Eora, Dharawal (Tharawal) and Wiradjuri Peoples, upon which our campuses now stand. We continue to value the generations of knowledge Aboriginal and Torres Strait Islander Peoples embed within our University. Western Sydney is also home to the largest urban population of Aboriginal and Torres Strait Islander peoples in Australia.

A growing community, Western Sydney covers some 9,000 square kilometres and is the third largest economy in Australia behind the Sydney CBD and Melbourne.

The region includes 13 local government areas, which together generate more than \$137 billion in economic output per year. More than 150 of Australia's top 500 companies are located within the region and its industries are growing at much faster rates than the national average.

Over 1 million people work in Western Sydney (as at 2016) with employment forecast to grow by 46.5% by 2036. A number of major multinational companies have operations in Western Sydney, including BHP Billiton, Coca-Cola Amatil, Qantas, Sony and Canon, and 15 of the region's 17 industry sectors each generate more than \$1 billion per year.

With a population of over two and a half million, Western Sydney has one of the most diverse multicultural communities in the world, including over 100 nationalities.

Western Sydney also has a younger population on average than for Sydney generally, with more than 1 in 3 people in Western Sydney 24 years of age and under. The region is regarded as a focus for advanced education, with a highly skilled workforce in which two-thirds of workers hold post-secondary qualifications.

# REGION PROFILE

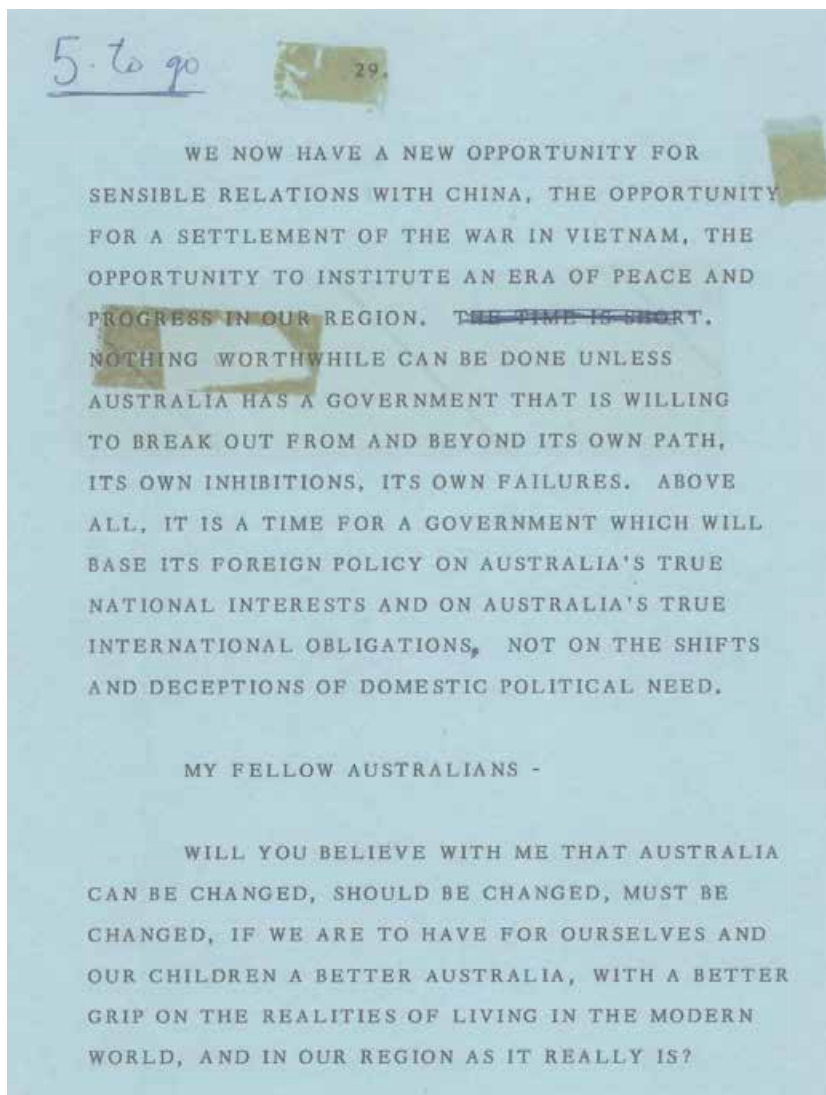
POPULATION	GOVERNMENT
2.5 million (2018)	13 local government areas
3.13 million (by 2036, projected)	23 state government electorates
Over 100 nationalities	7 federal electorates
ECONOMY	AREA
Third largest in Australia	9,000 square kilometres
Economic output \$137 billion	Sydney Olympic Park to Blue Mountains
218,000 local businesses	Unique flora/fauna environment
Infrastructure pipeline \$35 billion	Western Sydney International Airport (opens in 2026)

# Purpose of the Position

The Director is responsible for the development and management of the Whitlam Institute including: developing its strategic directions and associated plans; ensuring plans are implemented to achieve the agreed outcomes; building the institute's profile and public standing; seeking the resources necessary to meet its ambitions; ensuring the smooth administration and operation of the institute.

The Director's responsibilities include governance, management and related duties in relation to both the Whitlam Institute within Western Sydney University Ltd and the Whitlam Institute within the University of Western Sydney Trust.

The Director will ensure that public confidence in and respect for the Whitlam Institute, and its independence, is developed and preserved. This will require a capacity to work constructively across political and regional boundaries.



## POSITION TITLE

Director, Whitlam Institute

## CLASSIFICATION

Senior

## ESTABLISHMENT NO.

7000205

## REPORTING TO

Senior Deputy Vice-Chancellor, 7010085

## SCHOOL/OFFICE

Whitlam Institute

## DIVISION

Office of the Senior Deputy Vice-Chancellor

## DIMENSIONS

Number of direct reports: 2

Titles of direct reports:

- Institute Manager
- Executive Assistant

Number of indirect reports: 2  
with additional fellows, casual staff and volunteers

# Position Description



MAJOR RESPONSIBILITIES	ACCOUNTABILITIES
<p><b>1.</b> Ensure the secure custodianship and scholarly accessibility of papers and books donated by Mr Whitlam, his family and other donors held within the Whitlam Prime Ministerial Collection.</p>	<ul style="list-style-type: none"> <li>→ The Institute's collections are maintained efficiently and effectively</li> <li>→ The electronic archive is maintained.</li> <li>→ Optimising public knowledge of and access to the Collection.</li> <li>→ Collaborative ventures with the National Archives and with other universities in Australia and overseas in the discipline areas covered by the Institute's brief are developed and maintained.</li> </ul>
<p><b>2.</b> Promote and support public policy research at Western Sydney University and beyond, focusing on issues within the Institute's charter and actively encourage collaborative and individual research efforts across the range of areas supported by the Institute.</p>	<ul style="list-style-type: none"> <li>→ Development of an active public policy program within the Whitlam Institute</li> <li>→ Facilitating research links with other institutions through scholarly exchange programs and conferences</li> <li>→ Support for postgraduate research is developed including developing support for postgraduate research through scholarships and scholarly linkages in Australia and overseas,</li> <li>→ Research links are fostered</li> </ul>
<p><b>3.</b> Nurture and promote public discourse on matters of public policy.</p>	<ul style="list-style-type: none"> <li>→ Academic and community debate is fostered on public policy issues addressed by the work of the Institute through a program of public lectures and electronic and print publications.</li> <li>→ Plan and manage national and international seminars and/or conferences which have themes that are consistent with the community, policy and development issues supported by the Institute.</li> </ul>
<p><b>4.</b> Develop a comprehensive public education and outreach program in the areas addressed by the Institute.</p>	<ul style="list-style-type: none"> <li>→ Public education and outreach programs are developed and supported.</li> <li>→ Developing of such programs across the Whitlam Institute's areas of responsibility including the heritage and significance of the Female Orphan School.</li> </ul>
<p><b>5.</b> Develop the Female Orphan School - as envisaged in its Vision statement- as an intellectual and cultural hub: a democratic space celebrating our political and social history.</p>	<ul style="list-style-type: none"> <li>→ FOS is recognised as a base for researching, debating and developing creative, bold public policy.</li> <li>→ Developing FOS as a public place</li> <li>→ Developing a calendar of events and activities</li> <li>→ Optimising the Institute's schools and outreach program activities</li> <li>→ Ensuring that this heritage complex is properly maintained and protected.</li> </ul>

# Position Description



<p><b>6.</b> Secure external funding and endowments for the work of the Institute to provide the capacity required for its ongoing development and fulfilment of the strategic plan.</p>	<ul style="list-style-type: none"> <li>→ External Funding is sourced and secured</li> <li>→ Under the guidance of the Vice-Chancellor and Chair and Board of the Institute a strategic plan and fund raising campaign is developed and reports are provided as required on their implementation.</li> </ul>
<p><b>7.</b> Support and contribute to the Vice-Chancellor and President's representation of the university as a leading contemporary institution engaged with the social, economic and political issues central to the development of regions and the vitality and health of the Australian nation.</p>	<ul style="list-style-type: none"> <li>→ Within the scope of the Institute, the University remains engaged in the various issues central to the development of the nation.</li> </ul>
<p><b>8.</b> Ensure that internal control and reporting processes, including financial reporting, compliance and operational risks, are implemented and understood by staff.</p>	<ul style="list-style-type: none"> <li>→ Appropriate training and support is provided to staff to ensure understanding and competence in their roles.</li> <li>→ Internal control and reporting processes are in put in place as appropriate.</li> </ul>
<p><b>9.</b> Undertake such other projects or duties as may be allocated by the Vice-Chancellor and President or Senior Deputy Vice-Chancellor from time to time.</p>	<ul style="list-style-type: none"> <li>→ Projects and duties are undertaken as directed.</li> </ul>





## WORK HEALTH & SAFETY REQUIREMENTS

For area of responsibility:

- Exercise due diligence to ensure compliance with WHS Legislation.
- Ensure appropriate systems of work to manage WHS are in place and that these systems are monitored and evaluated to achieve and sustain compliance
- Maintain an understanding of the hazards and risk involved
- Provide resources to implement the requirements of WHS policy & procedure
- Verify the use of resources and processes to comply with legislation and University policy & procedure
- Remain actively involved in WHS management
- Ensure WHS consultation arrangements are implemented
- Ensure that thorough risk management is implemented in all academic and research activities

All staff are required to:

- Take reasonable care for their own health & safety
- Take reasonable care for the health and safety of others including the implementation of risk control measures within their control
- Comply with all reasonable instruction by the university
- Participate in activities and programs designed to improve health and safety
- Report potential hazards and incidents in the workplace
- Notify their supervisor of any injuries or illness that occurs in their workplace

## SUPERVISORY EXPECTATIONS

This position holds formal supervisory responsibilities. As a supervisor, this position will undertake and be responsible and accountable for:

- Ensuring all direct reports have completed all Mandatory training as specified in the staff member's Position Description within 3 weeks of commencement at the University and refreshed every two years. (e.g. WHS Modules 1, 2, 3 and 4; EEO Online)
- Probation periods being monitored, and the online process is completed for each direct report and deadlines are strictly adhered to
- When supervising Professional Staff, ensuring direct reports accurately complete and submit their online timesheets in a timely manner and that all timesheets are approved within three days of the end of each flexitime settlement period
- Ensuring an annual leave plan is developed and implemented for all direct reports and that annual leave balances are always held below 30 days
- Ensuring leave bookings are accurately maintained and submitted in accordance with the Delegations (Administrative) Policy and relevant Staff Agreement/s
- Engaging with direct reports to develop meaningful objectives and ensuring career development plans are registered in the MyCareer Online system
- Holding Performance feedback meetings on a regular basis (once per month minimum) with each direct report, and provide feedback in a constructive and timely manner
- Ensuring all delegations and responsibilities are undertaken in accordance with University Policies, Staff Agreements and Delegations.

## UNIVERSITY EXPECTATIONS

All staff are expected to:

- Contribute to the efficient and effective functioning of their team or work unit to meet University objectives. This includes demonstrating appropriate and professional workplace behaviours in accordance with the Code of Conduct, helping team members if required and undertaking other key responsibilities or activities as directed by one's supervisors
- Participate in the cyclical Career Planning Development Process, which includes an annual review of their performance against agreed operational and performance objectives set in MyCareer Online
- Perform their responsibilities in a manner which reflects and responds to continuous improvement
- Read, understand, and comply with all University policies and procedures
- Undertake risk management and actively support and participate in the risk management processes adopted by the University which include identifying, analysing, and evaluating risk that may impact on the University
- Work at and travel between other University campuses from time to time as may be required during employment
- Complete all mandatory training modules within the first six weeks of commencement with the University. Your supervisor will check to ensure compliance with this mandatory requirement
- Demonstrate understanding of the principles of anti-discrimination, staff and student equity, work health and safety and other relevant legislation, and show the willingness and capacity to implement equal employment opportunity and work health and safety plans, policies and programs.



KEY RELATIONSHIPS TO POSITION	PURPOSE OF RELATIONSHIP
<p><b>Internal (within the University)</b></p> <ul style="list-style-type: none"> <li>→ The Board of the Whitlam Institute</li> <li>→ The University Executive (and through the VC the Board of Trustees)</li> <li>→ The Senior Deputy Vice Chancellor</li> <li>→ Whitlam Institute staff &amp; Whitlam Institute Fellows</li> <li>→ Office of Advancement &amp; Alumni</li> <li>→ Deans and Institute Directors</li> </ul>	<ul style="list-style-type: none"> <li>→ The Director reports both to the Whitlam Institute Board (of which the VC is a member ex officio) and to the Senior Deputy Vice-Chancellor who is his/her direct supervisor.</li> <li>→ The Director is responsible for staff of the Whitlam Institute, associates (including Whitlam Institute Fellows) and the 'Friends of FOS' volunteers.</li> <li>→ This Director will expect to have close working relations with a number of senior staff.</li> </ul>
<p><b>External (outside the University)</b></p> <ul style="list-style-type: none"> <li>→ The Whitlam family</li> <li>→ Surviving members of the Whitlam period across the political divide (Ministers, MPs, staff) and their families</li> <li>→ National cultural institutions (eg Museum of Australian Democracy; National Archives of Australia, other PM Libraries)</li> <li>→ Partner organisations (eg external research centres; project partners)</li> <li>→ Individual supporters and donors as well as philanthropic and organisational supporters</li> <li>→ Key leaders and policy-makers in government, business and the community sector.</li> </ul>	<ul style="list-style-type: none"> <li>→ The Director will be required to develop and maintain relationships that are critical to the Institute's standing and influence. Some relationships are important in both respects.</li> <li>→ The Director will be required to identify and nurture relationships that are significant in the pursuit of the Institute's programs (eg national cultural institutions; partner organisations).</li> <li>→ The Director will need to ensure strong relationships with the Whitlam Institute's supporters particularly those providing financial support for its activities.</li> <li>→ The Director will expect to be liaising with national leaders, their advisers and offices in politics, the bureaucracy and in key organisations outside of government.</li> </ul>

# Position Requirements



## KEY CHALLENGES

- Ensuring that a balance is maintained between oversight of programs/operations and the strategic/development demands.
- Ensuring the smooth operation of the organisation in a very externally focused environment.
- To delegate and manage staff to allow for collegiality in a demanding environment.

## DELEGATIONS EXERCISED

- This position holds formal delegations equivalent to Category 6 in line with the Delegations of Authority Policy.
- Specific delegations (WICT) relating to the Whitlam Institute Company and the Whitlam Institute Trust as approved by the Board and listed under the Delegations Register.

## RECOMMENDATIONS EXPECTED

- These delegations include authority to enter into contracts, sponsorships and the expenditure of funds within specified limits.

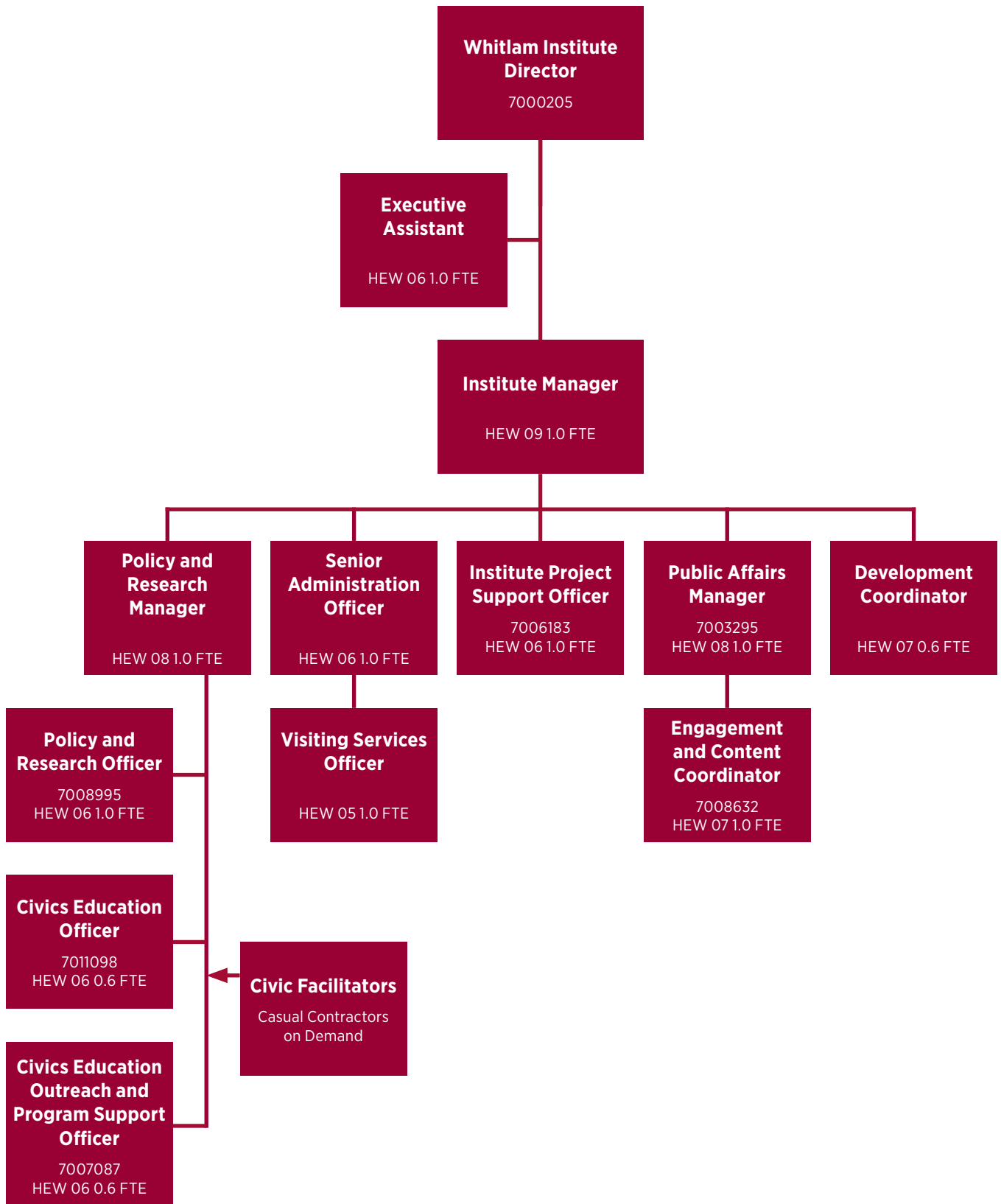
## MANDATORY TRAINING REQUIREMENTS

- WHS Online Modules: 1, 2,3 & 4
- Equal Opportunity Modules
- Privacy Management Online Modules
- Orientation Online Modules
- University Orientation Day (for new hires)
- TRIM
- CMC – Critical Management Conversations (for supervisors)
- Flexible Work at Western Sydney University (for supervisors)
- Cyber Security at Western Sydney University (Basics)
- Reducing the Transmission of COVID-19 at Work
- Working with Children Clearance

## SELECTION CRITERIA

1. It is a mandatory requirement for any incumbent of this position to have a current NSW employee working with children clearance in accordance with the NSW Child Protection (Working with Children) Act 2012
2. A postgraduate qualification with relevant managerial experience, or equivalent professional experience and training within a complex higher education, government or NGO environment.
3. Strategic vision and the ability to provide leadership and guidance to the Institute.
4. A demonstrated record of working with government, industry and community stakeholders in developing applied research links, and fostering public discussion, debate and understanding.
5. Highly developed interpersonal skills with a proven capacity to build bi-partisan confidence at local, state and federal levels to ensure that the Institute gains respect across the spectrum of political interests and regional constituencies.
6. A proven capacity to work collaboratively and inclusively as a member of the senior management team of the University and to contribute to the development and reputation of the University as a leading contemporary institution.
7. Previous experience in the creation and maintenance of important collections and/or involvement in relevant collaborative ventures with other institutions.
8. Demonstrable fund-raising skills with a record of achievement in securing funding for major projects and with the ability to design and implement campaigns to support educational and capital programs.
9. Proven managerial, planning and organisational skills with a demonstrated capacity to successfully lead and manage the use and allocation of human and financial resources and maintain collaborative relationships with key stakeholders.
10. An ability to develop, assess and analyse business, financial and operational plans and to articulate, develop, implement and monitor a Management Plan for the Institute.

# Organisational Chart



## HOW TO APPLY

**An executive search is being undertaken by People for Purpose.**

Applications for the position should include a full Curriculum Vitae.

## APPLICATION AND SELECTION PROCESS

### CURRICULUM VITAE

- Covering positions held, including dates and details of present position and key achievements.
- Details of education, professional training and qualifications (and dates of degree completion).
- Any other relevant information, such as contributions to professional associations and learned societies, and community activities.

### CLOSING DATE

Sunday 8 May 2022

## SHORTLISTING AND PANEL INTERVIEWS

Shortlisting with the selection committee will take place mid-May with interviews anticipated for late May, early June.

Applicants should provide a confidential email address and suitable daytime and evening telephone contact details (including mobile), and details of their availability during this period.

## TO SUBMIT AN APPLICATION AND FOR ENQUIRIES

For confidential enquiries and to request more information about the position please contact People for Purpose on **0468 625 252** or via **hello@peopleforpurpose.com.au**.

*On behalf of Western Sydney University and as part of the application and appointment process, candidates may be requested to undergo psychometric testing and give permission for verification of their tertiary qualifications and an Australian Federal Police check.*

