

CANDIDATE INFORMATION PACK

CHIEF EXECUTIVE OFFICER

CLOSING DATE: 27 September, 2020



PROFESSOR PETER CULLEN AO (1943-2008)

Peter Cullen was a renowned water scientist with a superb capacity to synthesise and communicate complex ideas in a simple, clear way to local communities, policymakers and politicians.

Peter made an enormous contribution to the management of water resources in Australia and was instrumental in elevating the need for water reform to a topic of national debate. He was highly influential in Australian government decisions to invest at unprecedented levels in the National Action Plan for Salinity and Water Quality, the National Water Initiative, and the National Plan for Water Security.

His candour, courtesy, credibility and discretion earned him respect at all levels, and as Professor Tim Flannery wrote in Peter's obituary in *The Age* on 18 March 2008 "he was someone to whom Prime Ministers looked for leadership."

ABOUT THE PETER CULLEN TRUST

The Peter Cullen Trust was founded in 2009 with a seed grant of A\$1 million. It was understood that to carry on Peter's legacy, Australia needed a new generation of scientists and policy makers who were not just expert in water management in a dry and drying continent but were able to work across the complex interactions between climate, water, energy and food.

The Trust works with scientists, policy makers and political leaders to bridge science, people and the environment through funding and facilitating programs that contribute to improved rural and urban water management in Australia.

The mission of the Peter Cullen Trust is: Bridging Science, People and the Environment. This mission reflects Peter's belief that respectful, informed and meaningful collaboration is key to responsible and sustainable water management.

In 2018-19, with the support of its donors and sponsors, the Trust delivered programs valued at in excess of \$600,000 towards developing leaders who improve Australia's water and environment management. The Trust is not politically aligned and is neither an advocate nor a lobbying organisation. Through developing leaders in the water sector and raising the level of discourse – by facilitating, convening and enabling – the Trust empowers others to be effective communicators and advocates.

The Trust is a registered charity and a Deductible Gift Recipient

Strategic Intent

The Trust aims to respect the legacy of Peter Cullen through the following Strategic Goals:

- Strengthen the understanding between science, policy and stakeholders in management of water and environment; Support researchers and professionals who can 'speak for the rivers' with clarity and credibility;
- Promote informed exchange and debate on important water and environmental management issues;
- Build capacity in science and policy for water and environmental management;



- Build links between the scientific and political communities in order to promote effective management of our river systems.

The Strategic Plan 2017-2020 is available for download on the Trust's website.

How we deliver

The Trust offers a suite of programs, events, activities and continuing professional development opportunities. Its most recognised deliverables are its core Leadership Development programs: the *Science to Policy Leadership Program* and the *Women in Water Leadership Program*. The Trust collaborates with sponsoring organisations to identify emerging leaders to participate in these programs. As 'sponsors', these organisations fully-fund their employee's participation.

The Trust also offers fully and partly funded scholarships to support candidates who may otherwise be unable to participate, including indigenous candidates, individuals from the community and NFP sectors, and to support gender equality across the Trust's programs.

Over the past 12 months the Trust has also offered: Water Stories Indigenous Art Exhibition, Leaders' Lunches, the Peter Cullen Lecture, Fellows' Network, Fellows' Mentoring Program, RRR events for alumni (Reflect, Reconnect and Renew) and WSAA Young Utility Leaders' Program. Due to the impacts of COVID-19, the much anticipated *#wateREvolution* event has been postponed as has a new bespoke in-house program for a major public sector client.

The work of the Trust is supported and enhanced by a wide network of Friends (eminent figures in the water sector, invited by the Board to take up this position) and a close ongoing relationship with Fellows (graduates from the principal programs.)



THE ROLE

Position Description:	Chief Executive Officer
Location:	Canberra (or subject to negotiation)
Position Reports to:	Board of Directors
Position Type:	Contract for three years

In just ten years, the Peter Cullen Trust has established an enviable reputation in developing leaders and stimulating conversations and debate around water issues. It has developed a strong business model that has been a platform for financial self-sustainability and growth. In the current dynamic environment, this provides an outstanding base for further development and growth.

The Trust's Board is seeking a highly motivated, collaborative and entrepreneurial CEO who is a strategic thinker and can lead the organisation for a sustainable future and through its next stage of development.

The CEO will be a person who:

- Is an experienced CEO or executive with demonstrated capability to excel in a CEO role;
- Has a solid professional standing and who will command credibility in the water sector;
- Has a background and experience in the water, environment or land management sectors and who understands and can talk to the issues in water, environment and land management.
- Is an excellent communicator with a demonstrated capacity to work with a diverse stakeholders and the Board;
- Has sound business acumen, and financial management skills;
- Is well organised, a self starter with strong management skills and able to lead a small team;
- Has capacity to add value to and lead conversations about water sector management and related issues within Australia;
- Has strong networking and partnership building skills with demonstrated capability to build key relationships;
- Has an understanding of and commitment to developing leaders;
- Has proven capacity to identify and bring about business and sponsorship opportunities in an evolving funding environment;
- Has a good command of governance principles and practices, ideally with experience in the not-for-profit sector; and
- Has drive, enthusiasm and a passion for developing people and delivering results.



DUTY STATEMENT – CHIEF EXECUTIVE OFFICER

Role Summary

The primary function of the Chief Executive Officer (CEO) of the Peter Cullen Trust (PCT) is to lead and manage the operations, strategic direction and resources of the organisation.

Responsible To

The CEO is responsible to the Board of the Peter Cullen Trust (“the Board”). Outside Board meetings, reporting will generally be via the Board Chair.

Supervision and Leadership

Responsible for supervising and leading a small team in a manner which reflects the leadership elements that are espoused in the Peter Cullen Trust leadership programs.

Limits of Authority

Responsible for the overall management and direction of the organisation adhering to any limits of delegation or authority as set by Board policies.

Performance Evaluation

An employee performance appraisal will be conducted annually with the Chair of the Board.

Reporting

Regular briefing to the Chair and Board of the Peter Cullen Trust as requested

Development of and reporting against the Strategic Plan and annual Operations Plan.

Provision of a written quarterly report to the Board on the progress of the PCT Plans (eg Strategic, Operations Plan) and other matters as requested or considered relevant.

Provision of an annual report stating performance against agreed objectives and the capacity to repurpose and add to as an annual Sponsors document if required.

Regular Finance Report as required by the Board’s Finance Sub Committee.

Accountabilities for the CEO of the Peter Cullen Trust

The following outlines the cumulative accountabilities required of the CEO of the PCT. These can be amended by agreement in writing with the Chair of the Board.

1. Legal compliance

- Maintains official records and documents and ensure the submission of all required legal and regulatory documents.
- Monitors compliance with all relevant laws and regulations.



2. Mission, policy and planning

- Helps the Board determine the PCT's values, mission, vision, and goals/objectives and then delivers these as required by the Board.
- Keeps the Chair and Board fully informed on the condition of PCT and on all the important factors influencing it.
- Identifies problems and opportunities and addresses them; brings those which are appropriate to the Board and/or its committees; and, facilitates discussion and deliberation.
- Helps the Board monitor and evaluate PCT's relevancy, its effectiveness, and its results.
- Informs the Board and its committees about trends/issues relevant for the contextual environment of the PCT offering suggested actions or responses as required.
- Keeps informed of developments in not-for-profit management and governance, philanthropy and fundraising.

3. Leadership and administration

- Provides general oversight of all PCT activities, manages the day-to-day operations, and ensures a smoothly functioning, efficient organisation.
- Takes a lead role in the delivery of the PCT's leadership programs and provides oversight of the content of these programs in conjunction with any outsourced provider.
- Establishes and runs an effective and worthwhile mentoring program.
- Ensures overall quality of all of the PCTs leadership programs through development and oversight of all relevant standards/risk assessments/systems and procedures.
- Cultivates a work environment that recruits, retains, motivates, and supports quality staff and volunteers building a staff culture where everyone is valued and equipped to do their job.
- Promotes diversity and equality of opportunity in all work and practices.
- Recommends staffing and financing of such positions to the Board and in accordance with Board action, recruits staff, negotiates professional contracts and duty statements, and sees that appropriate salary structures are developed and maintained
- Manages and recruit's volunteers as required providing a professional environment where expectations are known and agreed.
- Plans and meets deadlines.
- Handles detail, balances multiple tasks simultaneously, and makes timely decisions exhibiting sound judgement regarding administrative issues.
- Demonstrates commitment to continued professional growth and development.

4. Governance

- Works with the Chair and Board to ensure that the Board has at its disposal sufficient resources, guidance and professional advice on matters concerning compliance.
- Liaises regularly with the Chair, providing assistance on the Boards timely attention to core and compliance matters.
- Helps the Board articulate its own role and accountabilities and that of its committees.
- Works with the Board members to get the best thinking and involvement of each, and to stimulate each Board member to give his or her best.
- Provide full secretariat functions for the Board including timely delivery of quality board papers and Minutes.



5. Finance

- Oversees the fiscal activities of the organisation including budgeting and audit.
- Reports to the Audit and Finance Committee monthly quarterly or otherwise required on all finance related matters.
- Ensures the timely and complete preparation of the annual audited accounts.
- Develops and presents to the Board a forward plan for organisational financial sustainability, including identifying and developing sponsorship and income strategies for the PCT.
- Participates actively in identifying, cultivating and soliciting sponsorship prospects.
- Ensures the availability of materials to support sponsorship and donations.
- Promotes programs and services that are produced in a value for money approach while maintaining an acceptable level of quality.

6. Business Development and Relations

- Establishes the credibility, relevance and value add of the PCT.
- Initiates, establishes and maintains strong cooperative relationships.
- Develops smooth and constructive relationships with PCT Fellows and Friends.
- Delivers effective marketing and communications activities.
- Promote the corporate image of the Trust through professional interpersonal relations.
- Listens to sponsors, volunteers, donors and stakeholders in order to improve programs and offerings of the PCT.
- Represents the PCT at all appropriate events and opportunities.
- Ensure the effective support and servicing of the major stakeholders.
- Conveys a professional and positive image and attitude.



APPLICATION REQUIREMENTS

Candidates should provide the following material:

1. Covering letter

The letter should address the following:

- What has motivated you to connect with and apply for the role of PCT CEO?
- What background, experience, understanding and capabilities of the water sector can you bring to role?
- What would be your approach to the role?

2. Curriculum Vitae and contact information

3. Statement against the Selection Criteria:

- a. Demonstrated leadership and substantial experience in the water, environment or land management sectors; understanding of and able to talk to the issues in water, environment and land management.
- b. High emotional intelligence which shows sophisticated capabilities to understand and connect with people.
- c. Inspirational and passionate about developing people.
- d. Exhibits strong leadership qualities and presentation skills.
- e. Able to develop and lead financial and organisational strategy and actions.
- f. Strong strategic partnership and sponsorship skills.
- g. Highly motivated and collegiate: self-starter who can be hands on and lead in a small team environment.

TERMS AND CONDITIONS

Salary Package:

Pro rata based on a Full time Equivalent total remuneration package in the range of \$125,000-\$140,000 (inclusive 9.5% superannuation) with the final amount depending on the candidate's experience.

Employment Details:

Three year employment contract.

It is envisaged that the appointee will be employed on around a three day per week basis (or 0.6 FTE). The contracted working hours/days will be agreed with the successful candidate. The Trust is prepared to consider additional elements of flexible working arrangements.

There will be a three month probation period.



The current location of the Peter Cullen Trust office is in Canberra, however the small team works remotely as required. For the right candidate an alternate location could be considered and would need to be outlined as part of the candidate's application as to how an alternate location for the CEO would work given that office support staff will remain based in Canberra.

Leave:

- 4 weeks paid annual leave (pro rata)
- Normal working days between 24 December-1 January that are not public holidays, may be taken as additional paid days off work.
- Other leave in accordance with the National Employment Standards

Travel: as necessary in response to requirements of the position.

To apply: To apply for the position, please review the Candidate Information Pack and submit your application comprising your response to the Selection Criteria, CV and cover letter by email to:

Tom Mollenkopf at ceo@petercullentrust.com.au.

If you do not receive a confirmation of receipt of your application, please feel free to follow up.

Applications close: Sunday 27 September, 2020.

Questions about the role? Please contact Tom Mollenkopf, CEO, on 0422 631 876 or email ceo@petercullentrust.com.au .

Right to work in Australia for international applicants:

The Peter Cullen Trust is not in a position to sponsor entry to Australia. In applying for an Australian-based position, you will be expected to already have a valid Australian work permit (permanent residency or applicable work visa).

Gender, diversity and inclusion:

A commitment to having a gender and diversity focus is essential to the Peter Cullen Trust pursuing its mandate. The Trust respects and values diversity and does not discriminate on the basis of race, gender, ethnicity, age, religion or politics. This is reflected in our selection decisions which are made entirely through a merit selection process.

The Trust appreciates the time and effort taken to apply for a position with us.