

## General Manager - Allied Trades

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*In each and every appointment for employment at Tai Poutini Polytechnic, the “employer” is the Chief Executive of the institution.*

<b>Conditions of Service</b>	Individual Employment Agreement
<b>Remuneration:</b>	Range: \$120,000+ by negotiation including 15% performance component
<b>Position Status:</b>	Permanent, Full Time
<b>Responsible to:</b>	Chief Executive
<b>Functional Relationships:</b>	Management Team
<b>Location:</b>	Auckland

*Tai Poutini Polytechnic is an equal employment opportunities employer*

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### Purpose of Position

The General Manager position is intended to drive the industry training/allied trades business. The appointee will be expected to manage the business to

- deliver or exceed the target bottom line contribution while ensuring the operations are of the necessary quality.
- ensure student recruitment, income and costs are tightly managed and the outcomes in their business plans are produced and growth is secured.

The primary mission of the General Manager will be to grow the business in a sustainable manner. The performance payments will be decided primarily on the success in meeting the EFTS, income, contribution, completions and qualification attainments.

The Key Responsibilities and Accountabilities are expressed as broad and non-specific rather than the more usual detailed task list. This is commensurate with the expectations of this high level management position where the position holder will be expected to be proactive to fulfil the role and accountability. The position holder must be prepared to anticipate requirements rather than merely meet a list of expected tasks.

The General Manager exercises complete responsibility for attainment of financial goals as established by the Chief Executive and approved by the Council.

The location will probably be in central Auckland at Rainger House in Victoria St. The appointee will therefore be co-located with the General Manager for MAINZ and the two will be expected to support each other in advancing TPP interests.

## Allied Trades Faculty

The Faculty consists of a range of programmes from Level 2 to Level 5 that provide national specialist training for a range of industries. There are numerous delivery locations that range from established TPP campuses in Auckland and Christchurch through to smaller localised delivery sites for the Digger School through to one-off locations for various courses at specific times. The range of programmes, diverse delivery methods, and breadth of delivery sites across New Zealand present particular challenges in ensuring the maintenance of high quality delivery in the context of tertiary education changes.

The faculty has a 2015 target of some 1,300 EFTS/

In many ways we see this business operating more like a PTE than an average ITP. A particular focus will be the development and growth of the commercial training opportunities i.e. non government funded. At present the faculty has some 300 such EFTS.

The largest campuses are in Auckland and Christchurch.

There will be at least one more senior position established in the faculty once the GM has been appointed. The final structure will be agreed with the new GM.

## Regional Control with National Direction for Programmes

There is a matrix involved as programme leaders provide the glue by managing programmes across the regions.

### Notes:

Programme Staff have an operational and functional relationship with the local Operations Manager and a formal reporting line to their relevant Programme Leader and thence to Heads of Department or Operations Manager. This results in a structure which reflects “**Regional Control with National Direction for Programmes**”. The programmes need a national focus while the regions need operational leadership.

1. Programme Leaders have a reporting line to the relevant Operations Manager for operational issues and the Director, Academic & Quality, for programme quality issues and standards.
2. The faculty co-ordinator is based in Greymouth and will provide administrative knowledge of all programmes and facilitate support with registry, finance, facilities, IT and other services as required. For all work associated with admissions and results they will have a professional reporting line to the Academic Registrar.

## Business Development

The successful appointee will be expected to grow the business:-

- In Auckland
- In full cost recovery activities including international opportunities related to TPP's strategic focus.

## Person Specification

The General Manager must have:-

- the credibility to lead the business and to develop the brand.
- the vision, knowledge and experience to meet the demands of a rapidly changing industry.
- the personal skills, qualities and *mana* to steer the business through the complexities of tertiary education change in New Zealand.

## Requirements

Ideally we would like the General Manager to have experience of tertiary education and be an experienced business manager. The compelling need is, however, for **a person with a proven successful record of managing for results whether in industry or education.**

The appointee will be expected be accustomed to working as part of an overall corporate team and in particular work with a clear business plan, reporting meaningfully on progress. New developments of significance will need business plans compiled with corporate assistance requiring CE and often Council approval in advance of implementation.

## Education / Qualifications / Knowledge

- A level 5/6/7 qualification relevant to the position or equivalent work experience at a Senior Management level is essential.
- An understanding of the New Zealand tertiary education environment and the needs of adult learners is preferred.

## Experience

- Proven capability to develop revenue streams/programmes.
- Proven skills in leading a team of high performing, professional staff
- Experience in the successful management of change and leading cross-disciplinary teams.
- An understanding of contemporary management practices and demonstrated ability in the application of these practices to real world solutions.
- Experience in setting and managing a significant budget

## Skills and Abilities

- The ability to influence
- Excellent communication skills, both oral and written
- Highly computer literate and familiar with word processing, spreadsheet etc.

**Personal Qualities:**

- Initiative, resilience, versatility and adaptability in meeting goals
- Adopts both a solutions and future focus

This job description is intended to convey information essential to understanding the scope of the position and it is not intended to be an exhaustive list of skills, efforts, duties and responsibilities.

## Key Responsibilities & Accountabilities

<p><b>Strategic</b> To work with the Chief Executive to develop, lead, and promote the vision and development of TPP in line with its strategic direction and priorities</p>	
<p>Outputs and Outcomes</p>	<ul style="list-style-type: none"> <li>• <b>Ensures ongoing development of the strong identity/brand of TPP as the national leader in the delivery of applied tertiary programmes nationally.</b></li> <li>• Ensures delivery meets the needs of learners, industry, relevant professional bodies and other community stakeholders</li> <li>• To work cooperatively as a member of the Senior Management Team alongside other TPP managers, staff and stakeholders to achieve TPP's mission and vision</li> <li>• To role model TPP's values and further enhance the culture of high productivity and high trust within the business and across the organisation</li> <li>• Region vision and identity is promoted effectively via a strong network of relationships internally and externally</li> <li>• To ensure the operations reflect the requirements of legislation and TPP's Investment Plan</li> </ul>
<p><b>Management</b> Lead and manage the operational requirements of the Group within defined accountabilities and implement strategy that contributes to the achievement of the division's objectives and TPP imperatives</p>	
<p>Outputs &amp; Outcomes</p>	<ul style="list-style-type: none"> <li>• <b>Business grows sustainably, aligned to TPP strategy</b></li> <li>• Annual Business Plans demonstrate the effective use of all available resources</li> <li>• Enrolment targets are met</li> <li>• Staff are productive and well informed</li> <li>• Information flow to staff is efficient and effective</li> <li>• Feedback from learners, industry and stakeholders show the Region is responsive to their needs</li> <li>• Informed operational decisions are made based on analysis of the Region's capability</li> <li>• productive links with relevant stakeholder bodies and industry groups</li> <li>• access to the various groups/forums required to develop partnerships and synergy for the benefit of the Region and TPP through the development and monitoring of effective relationships</li> <li>• Appropriate contingency plans are developed as part of risk management plan to ensure effective operation of the business unit.</li> </ul>

**Financial and Resource Management**

Achievement of the business plan including management of financial resources. once approved by the Chief Executive

**Outputs & Outcomes**

- A Business Plan including EFTS targets, staffing requirements, income and expenditure, and capital requirements is prepared and negotiated in a timely manner and in accordance with TPP's systems and processes
- Programme and Region timetables established in accordance with TPP timelines and processes and cognisant of the need for greater efficiency and higher productivity
- Formal financial delegation levels are established for staff and appropriate support and guidance given to ensure effective management
- Financial monitoring and reporting processes are established and maintained
- Regular monitoring and reporting to the Chief Executive on financial performance
- A proactive approach to offsetting shortfalls of income or increases in expenses.

**Academic Management**

The General Manager is responsible for providing sound leadership in the delivery of quality educational programmes within the Faculty. The primary academic programme leadership will be provided on a national basis by the Programme Leaders.

- The Operations Managers works with the Director Academic and Quality to ensure the programme leaders are managing their programmes to the highest academic standards and are student focused.
- Follow TPP's quality processes as outlined in the Quality Management System (QMS)
- All course and programmes within the Faculty have the necessary approvals and accreditation from NZQA and relevant registration bodies
- All programmes offered by the Faculty meet Academic Board requirements and are delivered in accordance with the latest approved Curriculum Document. Any variations are approved by the Director, Academic and Quality, including but not limited to moderation and evaluation of programmes and courses
- Course and programmes are regularly reviewed in consultation with Academic Services, students, industry, commerce or the community to ensure they continue to meet regional and national requirements
- The Operational managers keeps abreast of changes to qualifications in the Targeted Review
- Tutors and industry trainers are supported in delivery of TPP courses; and new tutors/industry trainers are orientated and trained to teaching adults effectively

**Human Resource Management**

The General Manager is responsible for the management of Group staffing within TPP policy and procedural guidelines

- Appropriate allocation and effective efficient staff deployment within targets and budgets so that delivery is cost effective and maximizes capability
- Compliance with employment agreements and HR policy and procedures
  - Regional staff performance appraisals conducted so that staff have clear objectives and fully understand how their contribution is contributing to the achievement of the Region goals and TPP's strategic priorities
  - Plan, develop and implement strategy for staff training and development including monitoring, measurement and reporting
  - Ensure all group staff have annual professional development plans which focus on the contribution to be made by their work to the Group and Polytechnic and those plans are completed in the prescribed time frame
  - Management of staff performance and conduct is in line with TPP policy and procedure