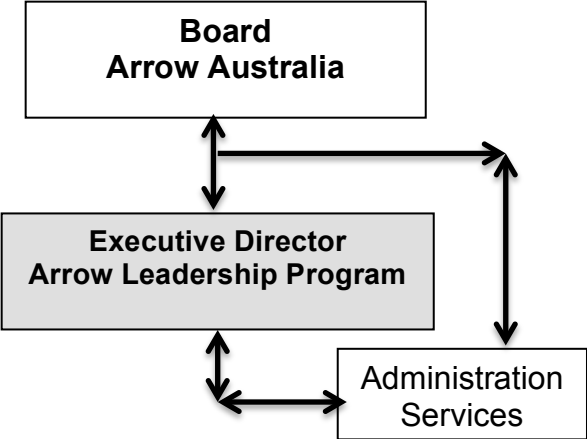


Position Outcome Statement

Executive Director

Arrow Leadership Australia

GENERAL INFORMATION

Position Title	Executive Director, Arrow Leadership Program
Direct Report	Board, Arrow Australia  <pre> graph TD Board[Board Arrow Australia] <--> ED[Executive Director Arrow Leadership Program] ED <--> Admin[Administration Services] Board <--> Admin </pre>
Remuneration/Agreement	Is benchmarked against 135% of Baptist Union of Victoria recommended pastor's stipend. For 2012 = ~\$92,000pa, 50% taxable salary and 50% exempt fringe benefits.
Location/s	Most likely Melbourne, Victoria
Date POS Approved	dd/mm/yyyy

Role Purpose

The role of Executive Director will work collaboratively and cooperatively with the Board to design, develop and implement the strategic direction, vision and priorities of Arrow Australia. The Executive Director is accountable to Board and to report on both operational and strategic outcomes and performance a regular basis. The role of Executive Director is to foster and grow Arrow Australia's reputation and brand, to lead effectively its operations, to invest in attracting and maintaining strategic and key donor/funding relationships, to ensure effective operational and financial management and sustainability, and achieve successful outcomes in the Executive and Leadership Programs and Alumni. The Executive Director is responsible for delivering:

- Strategic Leadership
- Brand and Reputation Positioning
- Program and Alumni Growth Outcomes
- Strategic and Key Stakeholder Relationship Management
- Operational Performance (growth, financial sustainability and program outcomes)
- Fundraising and Development

Key Relationship Priorities

GROUP	<p>Priority</p> <p>1 = Highest priority and most vital strategically and with respect to reputation.</p> <p>2 = Priority because they impact the organisation's reputation and culture</p> <p>3 = Priority because they ensure effective to program delivery,</p> <p>4 = these relationships ensure financial sustainability,</p>
Board	1
Arrow Staff Team	3
Christian Executives in Secular Leadership roles across Australia	1 and 2
Church & Denomination Leaders across Australia	1 and 2
Donors, Sponsors, Current and Potential supporters	1 and 4
Key representatives of international Arrow programs	1

Arrow Australia Values

The Executive Director will exercise all aspects of their role from a Christian framework, promoting positive Christian values. Additionally, the Executive Director will role model the organisation's core values including as defined in Arrow's Core Values Statement.

The Executive Director will behave in accordance with Arrow Leadership's Code of Conduct and will be open to feedback in relation to upholding this code.

Executive Director, Arrow Leadership Australia – Key Result Areas

KRA	OUTCOMES
Strategic Leadership	<p>STRATEGIC CAPACITY, WHICH ENSURES ARROW AUSTRALIA, MAINTAINS ITS MARKPLACE POSITION OF A LEADING EDGE, BEST PRACTICE LEADERSHIP PROGRAM PROVIDER AND SIGNIFICANT CONTRIBUTOR TO KINGDOM ADVANCEMENT.</p> <ul style="list-style-type: none"> • Anticipate and respond to God’s leading and identified opportunities for growth. • Collaborate and cooperate with the Board the development of the vision and strategic directions of the Arrow Leadership. • Establish organisational structures, systems and decision-making processes and delegations, which ensure effective operations. • Manage the annual planning and budget cycles and the operational and governance monitoring and reporting cycles. • Provide strategic advice on shifts in, or emerging, marketplace trends, threats and opportunities. • Prepare reports, business cases, policy documents and proposals for consideration by the Arrow Board. • Motivate and mentor staff and volunteers to enhance the organisation’s capacity and intellectual capital.
Brand and Reputation Positioning	<p>ARROW LEADERSHIP AUSTRALIA’S BRAND AND REPUTATION OF TRANSFORMING AND EQUIPPING CHRISTIAN LEADERS WHO POSITIVELY IMPACT LOCAL CHURCH, CORPORATIONS, COMMUNITY AND THE AUSTRALIAN CHURCH.</p> <ul style="list-style-type: none"> • Strategically position Arrow Australia as a reputed market leader and educator of choice for both church and executive leaders. • Ensure Arrow Australia’s reputation and brand grow and retain a strong market presence and edge. • Ensure all corporate communications align, uphold, and grow Arrow Australia’s identity, market presence and reputation. • Cultivate awareness, support and advocacy of Arrow Australia and its programs in church, business and local communities.

<p>Program and Alumni Growth Outcomes</p>	<p>ARROW LEADERSHIP AUSTRALIA PROGRAMS AND ALLUMNI CONTINUE TO EXPERIENCE EXPOTENTIAL GROWTH.</p> <ul style="list-style-type: none"> • Develop and implement strategies, which ensure ongoing program and alumni success and growth. • Develop operational plans that ensure continuous improvement and growth in program outcomes and alumni outcomes. • Inform, influence and communicate Arrow’s outcomes and achievement with its strategic partners and key stakeholders (including programs and alumni).
<p>Strategic and Key Stakeholder Relationship Management</p>	<p>ACCELERATE AND GROW THE NETWORK OF STRATEGIC AND STAKEHOLDER RELATIONSHIPS WHICH SYNTHESIZE AND ADVOCATE ARROW AUSTRALIA PROGRAMS AND OUTCOMES.</p> <ul style="list-style-type: none"> • Maintains an open, transparent, cooperative and professional relationship with the Governance Board, its Chair and Members. • Collaborate with key stakeholders, colleagues, contributors and potential partners. • Build and maintain effective stakeholder relationships and networks, which positively influence growth and outcomes. • Establish effective working relationships with key denomination and church leaders, and significant Christian Executives in secular corporations, across all states and territories and foster donor, program and alumni growth.

<p>Operational Performance</p>	<p>ATTRACT AND MAINTAIN KEY YOUNG LEADERS WHO GRADUATE WITH INCREASED CAPACITY FOR KINGDOM GROWTH IN THE AUSTRALIAN SETTING.</p> <ul style="list-style-type: none"> • Ensure that Arrow Australia operates within the compliance requirements of Legislation, Regulations, and its own Constitution and Strategic Directions. • Recruit and develop a staff team (paid and volunteer) resources and equipped to deliver strategic and operational priorities. • Ensure financial performance, management and monitoring meets Accounting Standards. • Ensure policies, procedures and practices are in place and audited to ensure effective and efficient operations. • Provide regularly reports to the Board on operational performance. • Monitor income and prepare financial statements for submission to the Board. • Provide administrative support to the Board. • Oversee the recruitment, resourcing, development and support of staff (paid and volunteer)
<p>Fundraising and Development</p>	<p>ARROW AUSTRALIA IS SUSTAINABLY FUNDED, RESOURCED AND EQUIPPED TO MEET ITS STRATEGIC PRIORITIES.</p> <ul style="list-style-type: none"> • Formulate a comprehensive annual fundraising and development plan to expand Arrow Australia’s financial capacity, funding sources and resource capacity. • Maintain and expand Arrow Australia’s major donor base through cultivating current and future donors, and effective prospecting and development of other sources of funding. • Maintain and expand Arrow Australia’s revenue sources and reserves. • Distribute Arrow Australia’s Annual Report Summary to donors providing evidence of the wide range of funders, donors, community advocates and allies. • Create and manage an annual budget for all donor development activities. • Create and optimize databases and systems for managing donor information from prospects to major long-term donors.

Executive Director – Key Selection Criteria

CRITERIA	DESCRIPTION
Knowledge and expression of faith	<ol style="list-style-type: none"> 1. Demonstrated Christian character and commitment. 2. Broad understanding, and working knowledge, of the theological issues important for working in an inter-church environment. 3. Demonstrated ability to apply the teachings of the Bible to real-life situations, leadership and local church/parachurch settings and communicate its message relevantly to others. 4. Ability to express faith openly whilst remaining sensitive to religious and cultural beliefs of others. 5. Ambassador of faith and work integration in own life and contexts, i.e. that removes the sacred/secular divide through effective communication
Pastoral Care	<ol style="list-style-type: none"> 6. Demonstrated understanding and working knowledge of theories and practicalities of providing pastoral care to staff and key relationships.
Experience in Fiscal Responsibility and Funding	<ol style="list-style-type: none"> 7. Proven ability to strategic position and lead an organisation operating across both ministry/mission and corporate/secular settings. 8. Proven capacity to attract, built and sustain funding, and to ensure effective financial performance and growth in a not-for-loss setting.
Communication and teamwork	<ol style="list-style-type: none"> 9. Demonstrated ability to communicate effectively, and build organisational reputation, with a diverse range of people in a broad range of settings. 10. Capacity to communicate with strategic partners and key stakeholders (including media, politicians, denomination and corporate leaders).
Relationship Management	<ol style="list-style-type: none"> 11. Proven capacity to develop, mature and connect with key stakeholders and strategic relationships, which advance Arrow Australia's brand and reputations, and products. 12. Proven capacity to foster and expand relationships which significantly contribute to, and impact positively, the financial and resource capacity of an organisation.

Strategic Leadership	<ol style="list-style-type: none"><li data-bbox="544 174 1437 309">13. Proven ability to develop a strategic plan and aligned operational plans within a strategic framework responsive to organisational context and the delivery outstanding core business results/outcomes.<li data-bbox="544 331 1437 465">14. Proven capacity to work collaboratively and cooperatively with a governance board to research, predict, plan, and achieve an organisation's strategic direction and outcomes.<li data-bbox="544 488 1437 667">15. Proven effective achievement of, and a demonstrated understanding of, the role of strategic and executive leadership in denomination and local church settings, parachurch and not-for-profit settings, corporate and commercial settings.<li data-bbox="544 689 1437 779">16. Demonstrated leadership capacity to champion, influence buy-in, effectively implement and achieve a change strategy.
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