

POSITION DESCRIPTION

Position Title:	Executive Director, Learning & Teaching Solutions
Responsible To:	Chief Executive
Responsible For:	Operations Manager, Solutions Centre manager, Multimedia Resource Centre Manager, Media Development Centre Manager, Management Accountant and LTS Coordinator.
Position Purpose:	The Executive Director, Learning & Teaching Solutions is responsible for leadership and management of the Learning & Teaching Solutions Directorate team, and to actively contribute to Learning & Teaching Solutions business planning and development.
Location:	Lower Hutt Campus
Date:	November 2011
Employment Agreement:	Management and Specialist Individual Employment Agreement

Organisation Context

The Open Polytechnic operates nation-wide as the specialist provider of vocational open and distance learning.

The way we pursue our mission and our contribution to an integrated national system of lifelong learning will ensure equity of access while developing independent lifelong learners who can contribute in a skilled, internationally competitive workforce.

Mission Statement

The Open Polytechnic strives to support vocational lifelong learning and national development goals through innovation and excellence in open, flexible learning.

To support this mission, all Open Polytechnic position holders must:

- contribute to the organisation's strategic goals
- support the achievement of these goals
- commit to technology-enabled open and distance learning
- be flexible and receptive to change initiatives
- contribute to enhancing cross-functional relationships within the Polytechnic.

The mission of the Learning & Teaching Solutions Directorate is to embrace all aspects of the learning process, including best practice development of open and distance learning (ODL) resources, courses and programmes and the use of technology to enable learning.

Position in the Polytechnic

The position reports directly to the Chief Executive.

Authorities and Scope of Position

The incumbent is expected to develop and maintain close and effective working relationships with all other members of the Executive, and to contribute effectively in meetings of the Executive Team and the Council when necessary.

The Executive Director is the leader of the Learning & Teaching Solutions Directorate and as such it is essential that the incumbent actively manages and develops the managers and staff within the Directorate.

It is expected that in working with others within the Polytechnic, the incumbent will at all times act in a manner to preserve the good working relationships with Executive Directors. The incumbent is also required to contribute resources and services from within their Directorate to assist other Executive Directors in the performance of their roles.

The Executive Director is expected to establish and maintain effective relationships with external individuals and organisations necessary for the role to be performed while ensuring the Polytechnic is received in a positive manner.

Refer to Diagram provided in **Appendix 1** for details of the position and working relationships.

The Executive Director, Learning & Teaching Solutions has the authority to make decisions and carry out actions in matters relating to the key functions of this position. In addition, the Executive Director, Learning & Teaching Solutions can make recommendations to the Chief Executive on all other matters.

Financial Authority

Under delegation from the Chief Executive as stated in the Financial Delegations Policy, the Executive Director, Learning & Teaching Solutions is authorised to incur expenditure in accord with the approved budget for Learning & Teaching Solutions.

The Executive Director is responsible:

- To manage the annual budgets for the Learning & Teaching Solutions Directorate.
- To regularly report, and review Learning & Teaching Solutions operating and capital expenditure.

Human Resources Authority

The Executive Director, Learning & Teaching Solutions is authorised to recommend positions through presentation of a business case, as required to achieve Learning & Teaching Solutions objectives and within the relevant Directorate's budget. The Executive Director, Learning & Teaching Solutions is authorised to make appointments below direct reports once the business case (authorisation to recruit) is approved. The Executive Director, Learning & Teaching Solutions is authorised to recommend appointments of direct reports to the Chief Executive.

Policy

The Executive Director, Learning & Teaching Solutions is authorised to implement all Open Polytechnic operational policies, structures and processes within the organisation, and to develop and implement such operational policy as is required for specific purposes with the Open Polytechnic providing this is done within general Open Polytechnic guidelines.

Key Accountabilities and Responsibilities

The key responsibilities of the position are broadly identified below.

<p>1. Strategic Development of Learning & Teaching Solutions Directorate and the Open Polytechnic</p> <p>Accountability Contribute to the strategic development of the Open Polytechnic.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Identifying strategic options for consideration by the Executive Team and contribute to the effectiveness of the work of the Executive team: <ul style="list-style-type: none"> - Identifying strategic issues and the implications of options identified by others on the Executive Team, and • Supporting Executive colleagues to achieve their planned contributions to the Open Polytechnic objectives; • Supporting agreed strategies and actions in communication with staff; • Preparing appropriate papers for Executive consideration and presenting issues effectively and in a timely manner; • Develop strategy to ensure that the Open Polytechnic’s technological capability, and resourcing of that capability, is at a premium level, particularly benchmarked against international distance learning organisations. This will involve: <ul style="list-style-type: none"> - Developing a good knowledge of the Polytechnic’s business to identify and recommend where technology and systems may be employed. - Keeping abreast of technological developments, particularly in the open distance learning and education sector - Liaising with stakeholders to oversee feasibility studies for proposals and gain agreement on changes; • Development the Learning & Teaching Solutions Strategy and Business Plan. Monitoring and reporting on achievement and progress against the Business Plan and Strategy and develop alternative goals and contingencies as required. 	<ul style="list-style-type: none"> • Annual strategic and operational plans are developed, approved and implemented within budget, with timely reports on achievements presented to the Chief Executive. The plans support and contribute to the Polytechnic’s long-range strategies, business plans and development. • Business Plans identify the resources required to achieve specific objectives, and have clearly identified outcomes on which to base resource allocation and investment decisions. • The Open Polytechnic has the technological capability to achieve business objectives.
<p>2. Business and Resource Management</p>	

<p>Accountability To lead and manage the Learning & Teaching Solutions team effectively ensuring that the team achieves business objectives that support the Polytechnic's business goals and objectives.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Manage operating budget by controlling expenditure, identifying variances and taking corrective action as necessary. • Develop processes, policies and procedures, based on the MOF framework where appropriate, for effective management and delivery of Learning & Teaching Solutions services. • Review Learning & Teaching Solutions resources each year to ensure the most effective, efficient and equitable allocation to achieve planned outcomes • Delegating decision making authority and task responsibilities to staff within the Directorate as appropriate, utilising staff time, skills and potential effectively to ensure achievement of objectives. • Establishing performance standards for Learning & Teaching Solutions directorate, measuring and evaluating in accordance with Polytechnic principles taking appropriate corrective action, or recognising good performance as required. • Overseeing dissemination of outputs in ways that are timely, accessible and meaningful; collation of feedback on results; articulation of these where appropriate into future strategies for improving organisational performance. • Promoting a positive image and message of the Directorate; building support and consensus for changes within the organisation; developing and delivering displays and presentations as appropriate. • Supporting the organisation in the preparation and delivery of briefing papers and presentations for external audiences. • Actively support the Polytechnic's commitment to health and safety best practice management by maintaining an awareness of and complying with the manager responsibilities for Occupational 	<ul style="list-style-type: none"> • Action plans, requisite procedures, systems and services are in place and monitored, to be within budget, to meet identified business priorities and objectives. This will be reported as required by the Chief Executive. • Regular budget reporting evidences effective budget management, and provides appropriate rationale for budget variances. • Staff receive appropriate communication of service delivery and plans, and have knowledge of process and content of plan at the relevant level for their job. • The Directorate meets its objectives and operates in an efficient and effective manner, consistent with the polytechnic and statutory policies. • Resources, assets and equipment within the Directorate are managed appropriately, to meet business goals. • Potential risks are identified and corrected or reported appropriately to allow recovery. • Appropriate and timely response to any Health and Safety issues arising in the team, and reporting of any issues that have a wider context.
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<p>Health and Safety (<i>for details of responsibilities as a manager refer to The Open Polytechnic Occupational Health & Safety Policy</i>).</p> <ul style="list-style-type: none"> • Manage quality and risk, by applying quality systems including performance management and measurement processes within the team. 	
<p>3. Capability Development - Leading and Developing the Team</p> <p>Accountability To lead the Learning & Teaching Solutions team, and develop team performance and capability.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Model Open Polytechnic's values and behaviours. • Develop a team and systems that are capable of delivering required outputs. • Allocate work effectively, to direct reports and project teams. • Recruit and retain appropriate staff to achieve business goals. • Coach direct reports for success and establish their development plans and performance agreements and reviews in accordance with the Polytechnic's performance management system, addressing any performance issues as required. • Provide advice and guidance for direct reports to enable them to work effectively, including appropriate involvement in cross-functional and polytechnic-wide projects. • Ensure the provision of appropriate formal and informal training required to develop and enhance capability and skills of team members. • Managing the annual salary review process of Learning & Teaching Solutions staff. 	<ul style="list-style-type: none"> • Direct reports behave accountably. • Comprehensive and current knowledge of professional/technical issues is maintained and shared with team members. • Decision making authority and task responsibilities are delegated to staff appropriately – using time, skills and potential effectively to achieve objectives. • Performance agreements and personal development plans are consistent with the Learning & Teaching Solutions Strategy and Business Plan objectives and performance management process. • Evidence of technical capability development in the team is demonstrable. • Team members have a well developed sense of their own role and contribution to Learning & Teaching Solutions performance/delivery. • Team members engage appropriately with Open Polytechnic management and users in both management oversight and day-to-day Learning & Teaching Solutions service delivery.

<p>4. Service Delivery- Technology enabled practices and creation of business opportunities</p> <p>Accountability Lead the development of an organisational strategy to deliver flexible vocational learning for the 21st century, learner.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Providing leadership and direction to senior management and ensuring that quality of service is delivered and maintained at all times by these staff. • Ensuring the Open Polytechnic's learning design & development is informed by evolving best practice and pedagogy in the international ODL field. • Overseeing the implementation of new and improved technologies ensuring coherence with other teaching and learning offerings. • Lead new approaches in learning design, development, delivery and technology-supported learning. • Assess options for increased cost-efficiencies in the delivery of teaching & learning. • Ensure LTS maintains expertise in sourcing and adapting courseware. • Use market and learning research and feedback to improve fit-for-purpose products and services. • Promoting a culture of innovation and continuous improvement in learner-centred learning design & development and teaching. • Maintaining awareness of current market, economic, ODL, political and technological trends and recommending strategies which maximise opportunities and minimise risk for the Polytechnic. • Planning for collaborative partnerships with other New Zealand ITPs and organisations in the area of design, development and delivery of e/blended learning. • Ensuring LTS is able to work responsively within commercial environments, 	<ul style="list-style-type: none"> • The Polytechnic constantly strives for improvement in Learning & Teaching solutions. • Faculty systems and processes effectively support quality educational delivery that meets the needs of differing target student markets, professions and the community. • The Polytechnic has quality improvement and process at the forefront of its thinking and business planning in Teaching & Learning. • National and global trends are constantly reviewed to ensure the Polytechnic's learning and teaching solutions are best practice.
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<p>partnerships and disciplines.</p> <ul style="list-style-type: none"> • Working with Marketing & Communications, Faculty and Strategy & Analysis to identify and develop commercial product, service and/or partnership opportunities. • Considering how the Open Polytechnic's capability and strength in technology-enabled flexible learning can be deployed in the wider tertiary sector and how this can benefit all learners in the sector. • Consider the international context and global trends to understand how technology-enabled flexible learning can be used for opening up new opportunities and driving cost efficiencies in higher education. <p>Seeking best practice globally on new and innovative ways tertiary providers are working in technology-enabled learning; constantly reviewing the way we work and how we can innovate in areas on learning design and development.</p>	
<p>NOTE: These role accountabilities may evolve with business developments, and there may be other duties, relevant to your area of work, that will be required to be performed from time to time.</p>	<p>NOTE: The above expected results are provided as a guide for performance standards. The annual performance plan and measurements will be discussed and agreed between the position holder and manager as part of annual performance planning and development.</p>

Person Specification

Qualifications and Experience

- Bachelor degree with Honours, or other post-graduate qualification that has an IT / e-Learning component.

Knowledge and Skills– Essential

- Understanding of and experience in the teaching/learning process in the education sector;
- Ability to anticipate, adapt to, manage and promote change;
- Ability to work with colleagues in a collegial and constructive manner and develop good working relationships with external contacts and clients;
- Experience in implementing technological change throughout an organisation;
- Well-developed negotiation skills with the ability to clarify goals and ensure agreement is reached on a common understanding;
- Strong profile in the area of e-Learning and/or design and development.
- Good oral and written communication skills with the ability to communicate information, concepts and arguments effectively in individual and group situations;
- Sound planning and organisation skills, including the ability to meet deadlines under pressure;

- Ability to balance priorities, identify effective and efficient solutions, delegate, solve problems and make decisions in a range of situations;

Personal Qualities

- Client and professionally-focussed;
- A commitment to personal and professional excellence and ongoing development;
- Initiative, discretion, sound judgment and diplomacy;
- Strategic thinker with ability to anticipate potential problems and develop solutions;
- Demonstrated commitment to working within a team environment, developing effective internal and external working relationships;
- Commitment to organisation values and to meeting strategic goals and objectives;
- Flexibility, self-motivation and responsiveness;
- Commitment to the principles of equal employment opportunities, and proven concern for diverse cultural, social and educational needs;
- An understanding of the Treaty of Waitangi as it relates to the education sector.

Management Competencies

It is expected that the Executive Director, Learning & Teaching Solutions will demonstrate the following Management Competencies:

- Change Orientation
- Customer Orientation
- Future and Wider View Orientation
- People Management
- Planning
- Relationship Management
- Resource Management
- Results and Outcomes Focus
- Teamwork

The component detail of these competencies is provided in **Appendix 2**

Acceptance

This Position Description may be reviewed to meet changing business requirements, or as part of the preparation for the performance development process, or as a result of the performance management process. Any required change will be discussed with the position holder and confirmed by the Chief Executive.

I confirm that this Position Description accurately describes the work of the Executive Director, Learning & Teaching Solutions position.

Chief Executive

Date:

I accept this Position Description reflects the duties and responsibilities of the Executive Director, Learning & Teaching Solutions position for which I am accountable:

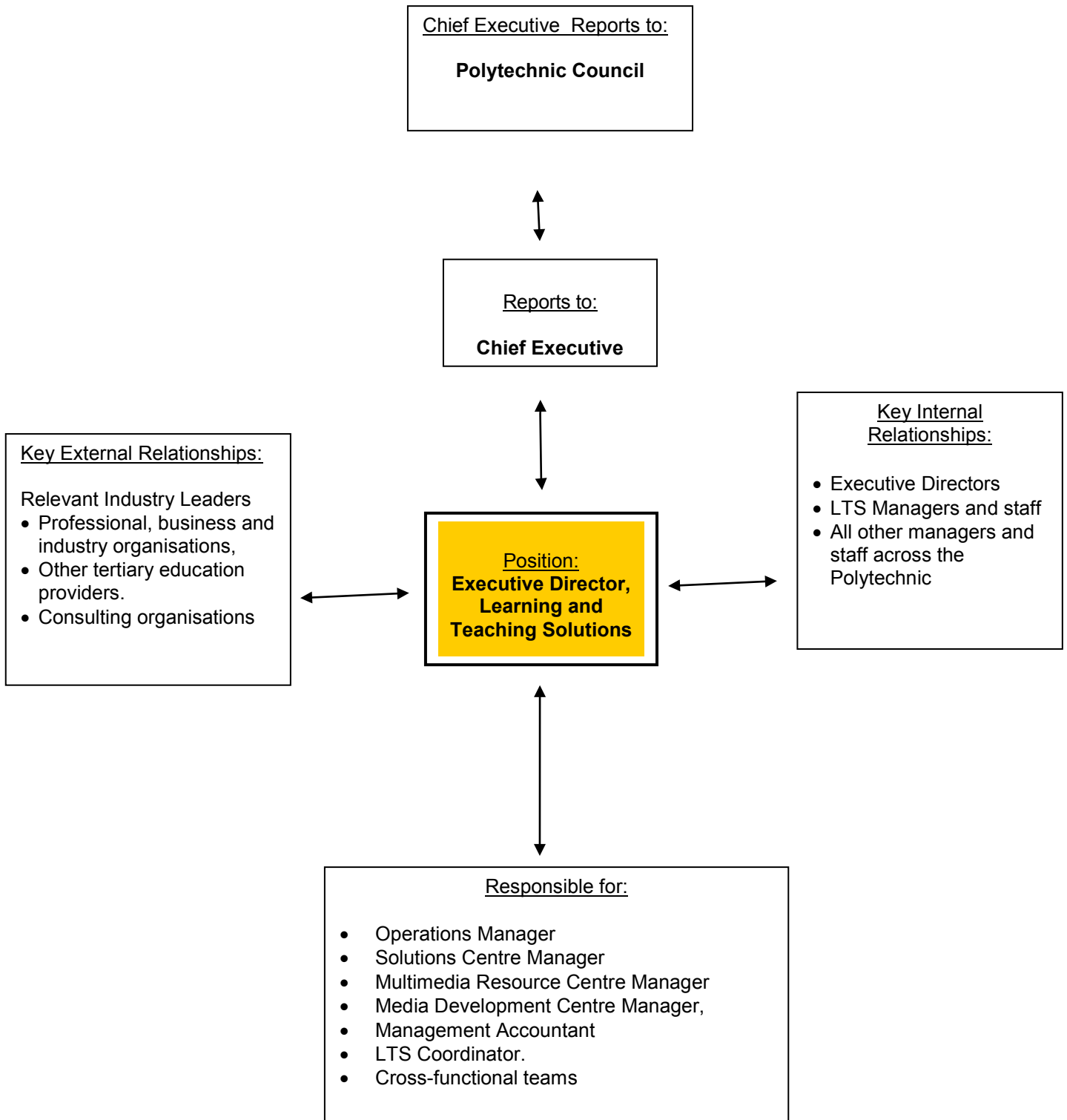
Position Holder

Date:

Appendix 1

Position: Executive Director, Learning & Teaching Solutions

Role Relationships Diagram



Appendix 2

THE OPEN POLYTECHNIC MANAGEMENT COMPETENCIES

Change Orientation

1. Has a positive approach to change.
2. Shows the ability to be flexible and adaptable.
3. Looks for improvements to processes, demonstrating an openness open to new ways of doing things.
4. Is willing to question accepted approaches and processes.
5. Champions innovative ideas in the team, and on behalf of the team.

Customer Orientation

1. Endeavours to see things from a customer perspective.
2. Ensures that the work of the team takes customer needs into account.
3. Strives to deliver beyond customer expectations and go the extra mile for the customer.
4. Looks for internal process improvements to improve the quality of customer service.
5. Always acts in an ethical manner.

Future & Wider View Orientation

1. Demonstrates an ability to build a set of long-term goals for the team or business unit.
2. In setting goals or initiating projects, takes account of possibilities and opportunities outside the immediate team environment.
3. Maintains a range of networks inside and outside the Polytechnic to keep up to date with professional, technological and other changes.
4. Is able to identify opportunities for business improvement.
5. Is able to manage tensions between longer-term goals and short-term pressures.

People Management

1. Has a leadership style that recognises and caters for differences within the team.
2. Demonstrates the ability to set “SMART”* objectives for staff, allocate tasks, and organise workflow and timelines.
3. Gives effective feedback to staff through both formal appraisal and informal means.
4. Recognises people’s strengths and development needs, and coaches them to maximise their potential.
5. Is able to effectively delegate both tasks and responsibility to others.

Planning

1. Is able to develop clear and achievable business plans, with appropriate milestones, resource allocation, and success indicators.
2. Shows an awareness of the inputs needed to make effective planning decisions.
3. Involves appropriate people in developing plans.
4. Can identify, extrapolate and effectively monitor the key performance indicators for plan success.
5. Is sufficiently flexible to amend plans to take account of new information or altered directions.

Relationship Management

1. Understands the implications of relationships outside the immediate team or business unit.
2. Is able to positively deal with conflict.
3. Can maintain positive relationships with others even in situations where there may be competing priorities.
4. Is sensitive to the needs and background of the other party to the relationship.
5. Has the ability to influence others and build effective networks and alliances.

Resource Management

1. Is able to effectively manage assets, processes and finances.
2. Can prepare budgets, and actively monitor performance against budget or plan.
3. Is able to successfully manage projects (inside budget and time constraints), within own scope of responsibility.
4. Is able to intervene effectively when progress against budgets, plans or projects is off track.
5. Looks for innovative ways of achieving more results for less input.

Results and Outcomes Focus

1. Is able to identify the outcome they are seeking and the processes to achieve that outcome.
2. Can put in place and manage the processes and resources to achieve the desired outcomes.
3. Can define for others what the priority areas are and take decisions based on these priorities.
4. Is able to make effective decisions on the basis of limited information.
5. Is willing to accept accountability for the decisions made and the results of those decisions.

Team Work

1. Demonstrates the ability to form a team and bring new members into the team as and when required.
2. Facilitates the participation and contribution of all team members through appropriate listening, encouraging, and questioning.
3. Shows commitment to the team and contributes to the team effort.
4. Co-operates in a positive manner and abides by team decisions even if these conflict with their personally held views.
6. Accepts feedback from others, and incorporates this into their own behaviour.