

POSITION SPECIFICATION FOR THE EXECUTIVE DIRECTOR OF THE INSTITUTE OF PUBLIC AFFAIRS (IPA)

23 February, 2005

The position is the Chief Executive of the Institute of Public Affairs (the IPA).

The Institute

The IPA is a private sector, independent, non-profit public policy think tank, dedicated to preserving and strengthening the foundations of economic and political freedom.

We believe in the free market of ideas, the free flow of capital, a limited and efficient government, the rule of law, and representative democracy. These are the ideas which, throughout history, have proven themselves to be most dynamic, liberating and exciting. Our researchers apply these ideas to the public policy questions which matter today. By the close study of Australian policy, we can recommend the best path for our politicians, policy makers and businesses to take.

Our existing areas of expertise include the environment, deregulation, workplace relations, energy, and governance. However, the Institute aims to contribute to ideas and debate on major policy issues generally. On these and other topics we host conferences, lectures and seminars, and publish a wide variety of magazines, occasional papers, and comprehensive issue backgrounders. We also participate in the mainstream debate, appearing in newspapers and journals worldwide.

Founded in 1943, the Institute has an exceptional reputation as the leading Australian political think-tank, and remains at the forefront of the political process, defining the contemporary political landscape.

The IPA publishes a wide range of papers, publications, commentary and issue analysis online, as well as information on upcoming events around the country.

The IPA is based in Melbourne but is a genuinely national organisation with strong international standing and linkages.

The IPA workforce does vary through the year but the order of the workforce is a professional staff, including contractors, of 9 (approx. 4.5 EFT) and 2 support staff.

The IPA has a Budget of approximately \$1,000,000 per annum.

The Person

The appointee will be an experienced manager who shares the IPA's philosophy and values and who will be able to provide the IPA with strong intellectual leadership and direction and fulfill the other elements of the position description set out below.

The appointee will also be required to personally lead the program to re-invigorate the Institute's funding base and build and maintain the revenue needed to facilitate effective discharge of its charter.

The Position Specification

1. **Strategic Leadership:** The Institute aims to actually influence policy outcomes and, in this context, the ED is responsible for maintaining the IPA's position as a leading proponent of its values and policies and as a key participant in national debate and, where relevant, international debate on policy issues.

This involves:

- a. leading and managing the IPA's strategy, its agenda and the achievement of its objectives and business plan
 - b. leading the strategic planning process within the Institute
 - c. the identification and development of strategic opportunities and priorities, whether they be projects, publications, joint ventures or conferences
 - d. leading debate about these opportunities amongst the staff, the board, supporters, advisers and other stakeholders and
 - e. managing and optimising the carriage of the chosen strategy.
2. **Fund raising:** The ED is ultimately responsible for raising and maintaining funding for the Institute and therefore maintaining its solvency. This involves a planned, strategic approach based around "brand" promotion, networking and formation of strategic alliances. The role includes identifying potential sponsors, managing the existing sponsorship base and developing and presenting the sales pitch. The fund raising role is potentially shared with the board; senior staff and, to a limited extent, with strong supporters. Recent experience is that this is the most difficult and demanding function and far and away the top priority of the next ED for the foreseeable future.
 3. **Personal Policy Expertise and Advocacy:** The ED has responsibility for maintaining the IPA's recognition as a leading advocate for policy reform. The ED will need to be a visible, persuasive presence in the media and other forums for public debate. This requires a strong sense of the IPA's values, an interest in policy debate, expertise in policy issues, ability to articulate the IPA's policies and positions and, on occasions, the ability to manage conflict in public.
 4. **Intellectual Leadership:** While the ED cannot be the font of all knowledge, he or she needs to be able to engage in and comprehend all issues covered by the Institute and be the final arbiter of quality control. This function can be and is currently shared with the directors of units to a high but variable degree.
 5. **Public and Stakeholder accountability:** The ED is responsible to all stakeholders – board, members, sponsors, partners, contributors, media, regulators, and public regarding the reputation, governance and operation of the Institute.
 6. **Publisher:** The Ed acts as the publisher and editor for all the Institute's publications – paper and on-line. These include IPA Review, backgrounders, website, In Touch, etc. This task includes deciding topics, priorities and approach and the type of publication

appropriate; commissioning authors; and managing scheduling, budgets, printing and distribution.

7. **Events:** The ED is responsible for all functions, seminars, and conferences of the IPA. This includes identifying topics, speakers and sponsors, marketing and publicity, and co-ordinate with other activities including publications.
8. **Management of the Institute:** The ED is responsible for the development, operation and effectiveness of the Institute's managerial systems - human resources, database, website, computer system, office and associated facilities, accounting system and reporting.
9. **Appointment of Senior staff:** The ED is responsible for hiring, managing and retaining senior staff and recognize the quality and reputation of are along with funding and an strategy the key to the Institute's success. Also the nature of the business is such that a new senior person /focus area needs to be brought on board every two years.

Salary and Benefits

The IPA offers a base salary package in the range \$100,000 to \$140,000 per annum with an annual bonus of up to 50% of base dependent upon the Board's assessment of performance against KPIs. The KPIs will include the performance of the Institute against its charter and will be substantially related to the achievement of financial goals.

