Grammarians have a strong sense of family and belonging. You are a Grammarian for life.

Appointment
Secretary to the Board of Trustees and Business Manager

The Rockhampton Grammar School
Established 1881
Every opportunity.
Every student.
Every day.

The Rockhampton Grammar School
• Founded in 1881
• Non-denominational
• Co-educational, Prep to Year 12 plus Early Learning
• Boarding from Year 7

We are Queensland’s largest boarding school. Approximately 1500 day and boarding students, from all ages and backgrounds, are nurtured, respected and supported here.

Set on 7.5 landscaped hectares, the School is well-appointed and features two large sporting ovals, tennis courts, a 50-metre swimming pool, a multipurpose gymnasium/hall, a modern health care facility, dance studios, a professional theatre and more.

Our beachfront education centre, Ritamada, is located at Emu Park on the Capricorn Coast. The School also maintains a small farm at nearby Port Curtis and The RGS Rowing Club on the Fitzroy River, in town. In addition, students enjoy exclusive access to Belmont Station, the former CSIRO cattle research facility at Etna Creek owned by AgForce Queensland.

Whilst we are large enough and resourced to support a diverse and rich curriculum, the four Schools within The Rockhampton Grammar School – The Early Leaning Centre, Primary, Middle and Senior – are each small enough to provide individual care and attention to each boy and girl.

It is an environment in which 21st century learners thrive and emerge educated, well-rounded and confident; equipped to pursue their ambitions, secure in their sense of self and their capacity to make the most of opportunities and meet future challenges.

The Rockhampton Grammar School is the only school in the country that offers a Masters of Education to each and every teacher. Designed and delivered in partnership with Griffith University, our investment in our teachers’ ongoing education is the single most important advantage we can provide to our students.

Rockhampton Grammar School students are active young women and men, inside and outside of School.

They take their education seriously, but through balanced academic, sporting, co-curricular and social activities, their learning is well-rounded, exciting, engaging and enlightening.

They participate proudly and contribute thousands of hours to causes and community organisations every year throughout Central Queensland, Australia and the world.

Their ideals, and the School’s, are exemplified in our motto: Macte Virtute Et Litteris or Grow in Character and Scholarship.
RGS at a Glance

Key Results
Key Statistics

Year 12 Outcomes

<table>
<thead>
<tr>
<th>Year</th>
<th>Students</th>
<th>% of students acquiring a QCE</th>
<th>% of students acquiring a VET qualification</th>
<th>OP Eligible Students</th>
<th>1-5</th>
<th>6-10</th>
<th>11-15</th>
<th>16-20</th>
<th>21-25</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>169</td>
<td>100%</td>
<td>89.3%</td>
<td>118</td>
<td>37</td>
<td>46</td>
<td>22</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>2014</td>
<td>169</td>
<td>100%</td>
<td>90.50%</td>
<td>115</td>
<td>40</td>
<td>38</td>
<td>31</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>2015</td>
<td>178</td>
<td>99.45%</td>
<td>96.1%</td>
<td>132</td>
<td>42</td>
<td>48</td>
<td>34</td>
<td>8</td>
<td>0</td>
</tr>
</tbody>
</table>

Financials
In 2015 The Rockhampton Grammar School recorded a healthy operating surplus and ended the year in a strong financial position.

<table>
<thead>
<tr>
<th>Income</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Income</td>
<td>$18,936,122</td>
<td>$17,370,217</td>
</tr>
<tr>
<td>Grants Income</td>
<td>$14,453,466</td>
<td>$11,504,563</td>
</tr>
<tr>
<td>Other Income</td>
<td>$4,819,710</td>
<td>$3,735,943</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$38,209,298</td>
<td>$35,468,096</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Expenses</td>
<td>$23,099,341</td>
<td>$21,735,615</td>
</tr>
<tr>
<td>Supplies and Services</td>
<td>$9,019,043</td>
<td>$7,586,775</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$2,113,321</td>
<td>$1,620,625</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>$1,038,449</td>
<td>$1,101,377</td>
</tr>
<tr>
<td>Total</td>
<td>$35,270,154</td>
<td>$32,044,393</td>
</tr>
</tbody>
</table>

| Operating Result From Continuing Operations | $2,939,144 | $3,423,703 |

Student population

<table>
<thead>
<tr>
<th>Year</th>
<th>Students</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>426</td>
<td>450</td>
<td>450</td>
<td>549</td>
<td>479</td>
<td></td>
</tr>
<tr>
<td>Secondary</td>
<td>863</td>
<td>849</td>
<td>864</td>
<td>865</td>
<td>949</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1289</td>
<td>1299</td>
<td>1314</td>
<td>1414</td>
<td>1428</td>
<td></td>
</tr>
<tr>
<td>Boarding</td>
<td>325</td>
<td>331</td>
<td>345</td>
<td>335</td>
<td>351</td>
<td></td>
</tr>
</tbody>
</table>

RGS 2015 Year 12 outcome highlights:
• Leading Qld school in terms of OP 1-5 results
• Approximately 1 in 3 students achieve an OP 1-5
• RGS students earned more VET qualifications than any other local school
• 99.4% of RGS students awarded a QCE
• The only local student to be identified among Queensland’s most distinguished academic achievers.

2015 RGS NAPLAN Results

<table>
<thead>
<tr>
<th>YEAR 3</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>RGS</td>
<td>450</td>
<td>419</td>
<td>417</td>
<td>484</td>
<td>430</td>
</tr>
<tr>
<td>QLD</td>
<td>418</td>
<td>406</td>
<td>397</td>
<td>430</td>
<td>393</td>
</tr>
<tr>
<td>AUS</td>
<td>426</td>
<td>416</td>
<td>409</td>
<td>433</td>
<td>398</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YEAR 5</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>RGS</td>
<td>514</td>
<td>482</td>
<td>505</td>
<td>522</td>
<td>513</td>
</tr>
<tr>
<td>QLD</td>
<td>495</td>
<td>470</td>
<td>489</td>
<td>500</td>
<td>486</td>
</tr>
<tr>
<td>AUS</td>
<td>498</td>
<td>478</td>
<td>498</td>
<td>504</td>
<td>492</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YEAR 7</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>RGS</td>
<td>573</td>
<td>531</td>
<td>570</td>
<td>577</td>
<td>572</td>
</tr>
<tr>
<td>QLD</td>
<td>543</td>
<td>505</td>
<td>544</td>
<td>538</td>
<td>539</td>
</tr>
<tr>
<td>AUS</td>
<td>546</td>
<td>511</td>
<td>546</td>
<td>541</td>
<td>543</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YEAR 9</th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar</th>
<th>Numeracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>RGS</td>
<td>596</td>
<td>560</td>
<td>592</td>
<td>597</td>
<td>626</td>
</tr>
<tr>
<td>QLD</td>
<td>572</td>
<td>537</td>
<td>580</td>
<td>566</td>
<td>585</td>
</tr>
<tr>
<td>AUS</td>
<td>580</td>
<td>546</td>
<td>583</td>
<td>568</td>
<td>592</td>
</tr>
</tbody>
</table>
Organisational Structure & Objectives

Organisational Structure
The Secretary to the Board of Trustees and Business Manager is responsible to the Headmaster and the Board of Trustees. She or he is also a member of the RGS Leadership Team, which includes the Deputy Headmaster/Head of Middle School, the Head of Senior School, the Head of Primary School, Heads of Boarding, the Director of the RGS Early Learning Centre, the Director of Co-curricular, the Director of Teaching and Learning and the Manager of Development & Communications.

Reporting to The Secretary to the Board of Trustees and Business Manager are the Accountant, IT Manager, Transport Coordinator, Chef Manager, Librarian, Compliance Officer, Grounds & Maintenance Manager, Audio/Video Manager, Read & Black Shop Manager and Facilities Hire Coordinator.

Our Purpose
The School provides a disciplined, challenging and stimulating learning environment to inspire our students to become successful lifelong learners, responsible local and global citizens, and men and women of strong ethical and moral character. We promote high standards of scholarship and character development. All members of the School community are encouraged to pursue personal excellence in their intellectual, physical, creative and emotional development.

Our Ambition
The Rockhampton Grammar School aspires to be a centre of excellence in education. The School is committed to:

- providing opportunities for students to achieve success
- providing outstanding teaching and learning opportunities for students and staff
- strengthening its partnerships locally, nationally and internationally
- providing an environment where all feel safe and secure and can thrive
- developing students’ moral and ethical character and the values of the School
- challenging students to find meaning and value in their lives

Our Values

- Care and Compassion – care for self and others
- Endeavour – seek to perform at your best in everything you undertake individually and collectively
- Respect – treat others with consideration and regard
- Honesty and Trustworthiness – be honest, sincere and able to be trusted
- Responsibility – be accountable for and in charge of your own actions
- Integrity – act in accordance with principles of moral and ethical conduct, and ensure consistency between words and actions
- Democracy – appreciate the rights and privileges of citizenship, commitment to the pursuit of the common good, and standing up and helping others
- Community – be aware, inclusive and tolerant of others, accept diversity and provide service
The Board Secretary serves as the Senior Executive responsible to the Board of Trustees for the overall control and direction of the Business Administration of the School. He/she will act as Secretary to the Board of Trustees and Sub-committees of the Board. He/she is responsible for the Financial Management, Property Management and Catering Services of the School and the provision of other ancillary services from time to time and will exercise control through the Accountant, the Building and Grounds Manager, the Catering Manager, the IT Manager, Transport Coordinator, Librarian, Red & Black Shop, Compliance Officer, AV Manager and the School’s Facilities Administration Assistant.

Key Responsibilities and Duties

Confidentiality: The Board Secretary must maintain full confidentiality in relation to Board and School matters.

Relationships

Maintain a close relationship with the Board Chairman, who is the Executive Officer of the Board. It is desirable that all communication to and from other members of the Board of Trustees be through the Board Chairman. However, common sense should dictate when direct communication is permissible and/or desirable.

Maintain a close relationship with the Chair of the Resources Committee, Finance and Risk Committee and other Sub-committees appointed by the Board from time to time. A very high degree of co-operation is essential between the Headmaster and his staff and the Board Secretary, based on mutual understanding, trust, common sense and good communication. Notwithstanding his/her direct responsibility to the Board, the Board Secretary should seek the Headmaster’s advice on any matter which might affect the smooth operation of the School and reports to the Headmaster in this regard.

The position description follows.
# The Role
## Position Description
### As Secretary to the Board of Trustees

<table>
<thead>
<tr>
<th>Key Responsibilities</th>
<th>Strategies To Meet Responsibilities</th>
</tr>
</thead>
</table>
| 1.1 Act as Secretary to the Board of Trustees and attend to Board business as required | • Maintain a close relationship with the Board Chairman who is Executive Officer of the Board  
• Keep Board well informed of Board Business |
| 1.2 Act as Secretary to the Resources Sub-Committee of the Board and attend to Committee business as required | • Maintain a close relationship with the Chairman of the Resources Committee  
• Liaise closely with School Architect on Committee business |
| 1.3 Act as Secretary to the Finance and Risk Sub-Committee of the Board and attend to Committee business as required | • Maintain a close relationship with the Chairman of the Finance and Risk Committee  
• Keep Committee well informed of Committee business |
| 1.4 Provide information and advice to the Board on their responsible areas so as to allow the Board of Trustees to carry out their statutory functions set out in PART II – Board of Trustees Section 14 of the Grammar Schools Act 1975 | • Thorough understanding of the Grammar Schools Act 1975  
• Keeping Board informed of their statutory functions and responsibilities  
• Keeping a network of contacts in the business field who can provide advice when needed  
• Liaise regularly with contacts from government departments and employer groups  
• Through professional development and research continually update knowledge on various business matters  
• Provide clear and concise reports to the Board on relative matters |
| 1.5 Act as the Returning Officer every four (4) years for the election of the three (3) Subscriber Trustees to the Board of Trustees required in terms of the Second Schedule of the Grammar Schools Act 1975 | • Thorough understanding of the Grammar Schools Act 1975 particularly the Second Schedule of the Act  
• Plan well in advance for the running of the election  
• Maintain an up to date Subscriber’s Roll |
| 1.6 Submission of Annual Report to Minister for Education each year in accordance with the requirements of the Financial Administration and Audit Act | • Thorough understanding of the  
• Financial Administration and Audit Act requirements  
• Provision of a relative and informative report |
| 1.7 Participate in Strategic Planning processes | • Participate and provide ideas and information to the School Strategic Plan so that it can be produced/updated  
• Liaise closely with personnel leading Strategic Plan matters |
| 1.8 Submission of the Cyclical Review Report to the Schools Accreditation Board every five years in accordance with relevant legislation | • Provision of an appropriate and accepted report to NSSAB |
### Key Responsibilities

<table>
<thead>
<tr>
<th></th>
<th>Strategies To Meet Responsibilities</th>
</tr>
</thead>
</table>
| 2.1 | Through the Accountant exercise control of the Financial Management function of the School   |   • Liaise closely with Accountant who is head of the financial management function of the School and responsible for: finalisation of annual accounts each year; budget preparation; investments; financial control and administration; debtor collections; levying of fees; maintenance of asset register; and insurance administration to:  
      – Ensure the control of the financial management function of the School is in accordance with the Financial Management & Performance Standards 2009 and other accounting standards  
      – Understanding of Financial Administration and Audit Act, particularly the Financial Accountability Act 2009  
      – Liaise closely with School Auditor regarding finalisation and signing of annual accounts  
      – Oversee development, monitoring and control of annual budget |
| 2.2 | Through the Buildings and Grounds Manager, exercise control of the property management of the School |   • Liaise closely with the Buildings and Grounds Manager who is responsible for maintenance of School buildings; maintenance and state of School grounds; cleaning of School buildings; and School laundry service to:  
      – Ensure acceptable standards of property management and service are maintained  
      – Undertake periodic inspections with the Buildings and Grounds Manager  
      – With Buildings and Grounds Manager, regularly liaise with grounds, cleaning and laundry departments regarding quality of service |
| 2.3 | Through the Catering Manager, exercise control of the Catering function of the School |   • Liaise closely with the Catering Manager who is responsible for operation of kitchen and dining facilities school-wide; catering for boarding students and resident staff; canteen and School functions to:  
      – To ensure excellent standards and service are maintained  
      – Undertake periodic inspections of meals served from the kitchen |
| 2.4 | Through the Accountant and IT Manager, be responsible for the direction and development of the School's business computer system |   • Liaise with Headmaster and the Leadership Team regarding direction and development of School's academic IT systems  
      – Liaise with IT hardware and software suppliers  
      – Participate in position assessment of academic IT systems to assess whether they meet the needs of the School |
| 2.5 | Be responsible for the recruitment of the: Accountant, Building and Grounds Manager, Catering Manager, IT Manager, Transport Coordinator, Librarian, Red & Black Shop, Compliance Officer, AV Manager, School’s Facilities Administration Assistant and through these managers exercise control of recruitment in their areas of responsibility |   • Within existing parameters, closely liaise with the Managers to ensure that quality staff are recruited  
      – Advertise for staff where practical to attract the best quality staff |
| 2.6 | Through Supervisors identify training and development needs in their areas of responsibility and formulate plans to meet these needs |   • Closely liaise with Supervisors on training matters  
      – Provide training within budgetary constraints |
| 2.7 | Through the Accountant, administer the personnel function of the School |   • Undertake position assessments of payroll computer system to assess whether it meets the needs of the School  
      – Ensure pays are made on time  
      – Through Professional Development continually update knowledge on industrial relations and superannuation matters  
      – Thoroughly understand various awards and agreements affecting the School  
      – Ensure payroll records are maintained in accordance with legislation  
      – Thorough the Payroll Officer, oversee Superannuation Funds of the School  
      – Maintain a close relationship with Superannuation Funds  
      – Provide advice to Headmaster regarding recruitment, training and award/agreement interpretation when requested  
      – Developing and maintaining a constructive working relationship with all employees |
| 2.8 | Be responsible for the risk management and compliance activities of the School |   • Through the Compliance Officer, develop and implement effective risk management plans and procedures in accordance with legislation and school policies  
      – Chair the Work Health and Safety Committee  
      – Liaise with the Headmaster, Leadership Team, Compliance Officer and Supervisors on risk management and compliance matters |
<table>
<thead>
<tr>
<th>Key Responsibilities</th>
<th>Strategies To Meet Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Liaise with the Headmaster and Leadership Team on any matter which may affect</td>
<td>• Maintain a close relationship with Headmaster</td>
</tr>
<tr>
<td>the smooth operation of the academic function of the School</td>
<td>• Maintain a close relationship with Leadership Team</td>
</tr>
<tr>
<td></td>
<td>• Attend Leadership Team meetings</td>
</tr>
<tr>
<td>3.2 Where practicable, provide administrative support to the Red and Black</td>
<td>• Provide advice to officials when requested</td>
</tr>
<tr>
<td>and Black Association and other School support groups</td>
<td>• Where possible, attend meetings and cultivate good relationships with</td>
</tr>
<tr>
<td></td>
<td>officials</td>
</tr>
<tr>
<td>3.3 Supervise and co-ordinate the financial, educational and architectural</td>
<td>• Access maximum amount of government funds possible</td>
</tr>
<tr>
<td>information for the preparation of:</td>
<td>• Maintain a thorough understanding of government funding matters</td>
</tr>
<tr>
<td>• Recurrent government funding returns;</td>
<td></td>
</tr>
<tr>
<td>• Capital grants submissions</td>
<td></td>
</tr>
<tr>
<td>3.4 Attend to legal matters as required by the Board of Trustees</td>
<td>• Liaise closely with School’s Solicitor/s regarding legal matters</td>
</tr>
<tr>
<td></td>
<td>• Be aware of new legislation that affects School</td>
</tr>
<tr>
<td></td>
<td>• Through professional development continually update knowledge on</td>
</tr>
<tr>
<td></td>
<td>legal matters</td>
</tr>
<tr>
<td>3.5 Financing of School’s Capital Works programs</td>
<td>• Understanding of State Education Department’s requirements regarding</td>
</tr>
<tr>
<td></td>
<td>applications for Semi-Government loans and the approval process</td>
</tr>
<tr>
<td></td>
<td>• Understanding how capital projects should be financially administered</td>
</tr>
<tr>
<td></td>
<td>• Liaison with School’s Banker regarding availability of finance</td>
</tr>
<tr>
<td>3.6 Attend to Special Projects requested by the Board</td>
<td></td>
</tr>
</tbody>
</table>
Position Description
Requirements & Selection Criteria

**Requirements**
- Tertiary qualifications in a business discipline and have progressed to CA or CPA accreditation.
- Senior leadership experience, preferably in an education setting
- Extensive knowledge of financial management, business organisation and industrial relations
- A high level of technological literacy in a business environment, including experience in the management of sensitive and confidential information.
- Support for the educational culture of The Rockhampton Grammar School
- A current and satisfactory National Police History Check
- It is essential that you
  - Have outstanding communication and interpersonal skills to build relationships with key internal and external stakeholders
  - Possess excellent organisational skills, planning, analytical and problem solving capabilities.
  - Have the highest level of loyalty and discretion, and the capacity to maintain the strictest levels of confidentiality
  - Have initiative and the ability to balance the demands of competing projects
  - Are committed to professional learning and continuous improvement
  - Have the ability to motivate staff and mediate disputes demonstrating sound conflict resolution skills
  - Have pastoral skills and personality which demonstrates a concern for the wellbeing of others
  - Are a resourceful team member who is able to operate in a mentoring, collaborative and inclusive manner

**Selection Criteria**

**Scholarship, Character and Leadership**
- Outstanding record of effective leadership in a complex, innovative organisation;
- Dynamic and accountable leader with ability and drive to deliver agreed strategies and objectives within a defined timeline;
- An outstanding communicator with a demonstrated and unimpeachable record of engaged leadership;
- A record as a consultative and participative leader and agent of change, who staff will engage with and follow;
- Exceptional talent and moral authority for promoting collegial and ethical behaviour across the School;
- An honourable and trustworthy leader, who exhibits courage and integrity, knows both compassion and empathy, and has sound judgement, emotional intelligence and self-discipline
- A leader who facilitates the School mission and relates to the expectations and needs of students, parents and staff;
- Leadership skills to create and maintain close working relationships with the Board of Trustees of The Rockhampton Grammar School, the Headmaster and Leadership
- An outstanding record of executive management and achievement in a complex organisation with multi-site operations and facilities;
- A strong and demonstrated record of successful financial management;
- A commercially savvy, high energy manager with the ability to identify opportunities, galvanise relevant stakeholders, present sound business cases and implement agreed projects;
- The management skill and drive to direct and synergise resources in line with strategic priorities
- Excellent appreciation of modern corporate governance, risk and compliance management principles, and a strong record of implementing effective programs in an education setting

**External Relations**
- Proven capacity to represent an organisation at its highest level within the sector, industry, the community, and at all levels of government through excellent interpersonal communication, negotiation and advocacy skills
- Strong networking skills with the ability to relate to community, industry and opinion leaders, in particular in Central Queensland, and to Queensland and Federal Ministers and Directors General/Secretaries of Education;
- Commitment to advancement and development activities, particularity fundraising and participation in Past Student events
Terms, Conditions & Benefits of Employment

Timeline: The closing date for the application is **30 August 2016**. The successful candidate is expected to commence as soon as possible at a time to be negotiated.

Salary and additional benefits: An attractive remuneration package including generous superannuation will be negotiated commensurate with the responsibilities of the position and the experience of the candidate.

Holidays: Annual leave of four weeks per year of service can be taken at times agreed to by the Headmaster and The Board of Trustees. In addition, the School is officially closed for business during the Christmas/New Year period.

Location: The position is principally located at the School in Rockhampton but travel to nearby School locations is required, as is some national travel.

Relocation: The Rockhampton Grammar School will meet reasonable costs of relocation of the successful candidate and her/his immediate family.

Application Procedure

Applicants should include:
- Full name, address, telephone and email address
- A full resume covering current position and areas of responsibility and employment experience
- Community, cultural and recreational involvement and interests
- Academic and professional qualifications
- The names and details of three referees who may be approached in confidence about the applicant

In addition, applicants should provide a supporting statement outlining how their skills, experience and personal attributes might be assessed against the selection criteria.

Applications marked “Confidential” may be lodged via email to chairman@rgs.qld.edu.au or by post to

Dr Phillip Moulds
Headmaster
The Rockhampton Grammar School
Archer Street
Rockhampton QLD 4700
Phone: +61 07 4936 0615

Confidential enquiries and further information about this position may be obtained from chairman@rgs.qld.edu.au or by calling Ms Twigg Wolfenden, Executive Assistant to the Headmaster on +61 07 4936 0615.
Macte Virtute Et Litteris – Grow in Character and Scholarship