

The Right Reverend Dr Murray Harvey
Bishop
Anglican Diocese of Grafton

1 May 2023

Re: Registrar / General Manager

Dear Bishop Murray,

I am writing to express my interest in the above advertised position. I am an experienced and competent leader with a diverse background gathered in the church and education sectors. As the current Deputy Registrar / Executive Officer-Schools for the Anglican Diocese of Grafton, I would bring my diocesan knowledge and established relationships to the role. I am ready to take on the position of Registrar / General Manager.

In my current role, I provide executive and business support to the Registrar, Bishop-in-Council, The Corporate Trustees of the Diocese of Grafton, various standing committees of the Diocese and assist in the financial and operational oversight of the Anglican Schools. In my time in this role I have enabled improved governance, management systems and administrative actions to provide continuous and robust services to ministry units and schools.

Since joining the Diocese in September 2020, I have demonstrated my leadership and commitment to continuous improvement and growth of the work of the Registry and Diocese. I have implemented digital reforms to streamline administration, including digital collation and use of tools such as bookmarking facilities and eforms. I have led the enhancement of governance practices to assist the governing bodies, including the revision and initiation of multiple policies such as MUP-008 Risk Management and each of the school policies, introduction of templates to assist in consistency of reports to the governance bodies, and ultimately worked with the team to improve the effectiveness and administration of the Diocese.

I am an inclusive and empathetic leader. My leadership style is one that fosters independence and supports initiative, whilst at the same time creating a positive working environment. I am attentive to the needs of others and lead by example. I care about staff wellbeing. I provide a cheerful and personable presence in the Registry and am able to balance this with a commitment to getting on with things and meeting tight deadlines. I have held a number of leadership positions in my career as both a teacher, at universities in education design and partnerships and in my current role as Deputy Registrar.

As a highly organised individual, I have the ability to work methodically under demanding conditions. I effectively prioritise tasks when working to deadlines and dealing with pressure from multiple sources. As a former teacher I understand the pressure on schools and teachers and am well-placed to assist in the leadership and administration of the Diocese. As a team player I can discuss the different needs and demands as they arise to ensure that all tasks are accomplished effectively and within an appropriate time frame.

I am skilled at research and analysis and bring a curious mind and analytical thinking skills to all my roles. I possess excellent written and verbal communication skills and pride myself on my attention to detail. I am able to identify key information from often lengthy and verbose writings and to present it in a manner that is suitable for the intended audience. I am experienced in developing training, communication and planning materials that suit the needs of stakeholders. In my role at the University of Canberra (UC) I led the development of resources and business improvement processes to ensure UC had the capability to partner with other organisations. These resources included the design and writing of operations manuals, formal university policies and procedures, communication portals, website content, SharePoint lounge, processes and guides.

I am adept at engaging with various stakeholders to build relationships and achieve outcomes. At UC I led implementation working groups that resolved operational matters to prepare both the partner and UC for the delivery of Third Party Provider (TPP) programs, including new partnerships with TAFE Queensland, PSB Academy Singapore and Hanoi University, Vietnam. I conducted staff training and induction programs both nationally and internationally.

I am a trusted leader and model values of trust, honesty, respect and professionalism. In my senior roles, I am privy to confidential and sensitive information of various types. This may include information gathered through formal committee mechanisms, but also many informal conversations with stakeholders. I pride myself on my ability to treat such information sensitively and with privacy.

Both my skills and personal attributes provide a firm foundation to enable me to successfully lead in the capacity of Registrar. I would welcome an opportunity for an interview to discuss my suitability for this role. My resume and statement in response to the selection criteria contain additional information regarding my career achievements.

Kind Regards,



Angela Mula

Resume

EDUCATION

2002 Graduate Diploma in Education (Secondary), UNE

2001 Bachelor of Arts (History and Spanish), UNSW

EXPERIENCE

Deputy Registrar & Executive Officer – Schools

Sept. 2020 - present

Anglican Diocese of Grafton

Reporting to the Registrar/General Manager, my role is to enable the Diocese to achieve and maintain robust governance and management systems with a special emphasis on the governance oversight of the schools of the Diocese. Key responsibilities include:

- Developing and revising Diocesan policies, procedures, instructional manuals and guides
- Business paper preparation for governing bodies – Bishop-in-Council, Corporate Trustees, Schools Commission and various standing committees, including provision of background information, analysis and recommendations for implementation
- Preparation of internal legislation & correspondence to both internal and external bodies
- Assistance in the property sale process
- Review contracts
- Process improvement
- Research and provide advice on key topics of interest as directed by the Bishop and Registrar

Partnership Relations and Engagement Manager

Jan. 2017 – Sept. 2020

UC Partnerships, University of Canberra (UC)

Led a small and busy team that engaged with internal and external stakeholders to support UC's growth through partnerships with domestic and international third party providers. Key responsibilities included:

- Managing domestic and international partner contracts, including compliance requirements
- Managing the Engagement Team
- Actively build and maintain collaborative and productive relationships with stakeholders, including establishment and coordination of governance meetings
- Developing resources that support partnership arrangements including operations manuals, formal university policies and procedures, communication portals, website content, SharePoint lounge, processes and guides
- Coordinating and delivering training packages on partnership roles and responsibilities to both internal and external stakeholders
- Measurement and reporting on the performance of UC partners including annual reviews
- Development and implementation of Communication and Engagement Strategies
- Development of business improvement processes that support the operations of partnerships
- Improve UC's capability to partner with other organisations through improved management practices and provision of support resources
- Developing partnership and issues management strategies to support a range of corporate objectives including strategic workshops with external partners and due diligence of providers

Partnerships Manager

June 2014 – Dec. 2016

Office of the Deputy Vice-Chancellor Global, UC

Worked in the Office of the DVC Global to begin the central coordination and management of the University's partnership arrangements with external stakeholders. As a founding member of the team, my key responsibilities included:

- Providing strategic advice and support during the design, development and implementation of courses offered with third party providers
- Raise the profile of the new Partnerships Office across the University and lead team formation
- Working under broad direction to identify opportunities to drive improvement of stakeholder engagement
- Working collaboratively and flexibly across a range of disciplines and projects, to support and expand organisational capability
- Establishing central communications and governance structures both internally and with external stakeholders
- Writing and delivering training and development programs for academic and professional staff

Team Leader, Educational Design Team

Apr. 2013 – June 2014

Teaching & Learning, UC

Led a team of eight educational design staff, in a federally funded structural adjustment project to increase the flexibility and innovation of courses and improve retention and engagement of students. Key duties included:

- Providing strategic advice and support during the design and development of resources, courses and programs that supported the goals and objectives of the project
- Providing project management support and project plan for the team including setting project timelines and progress reports for senior executives
- Managing human resources for the team including conducting professional development reviews
- Working collaboratively and flexibly across a range of disciplines and projects, with other members of the team and a wide range of internal and external stakeholders
- Assisting faculties to formulate effective and efficient models of learning informed by sound business planning
- Providing training and development to academic staff on the use of educational strategies, approaches and technologies
- Communicating effectively with all stakeholders and partners
- Received the Vice-Chancellor's Award for Enhanced Learning Programs

Educational Designer

Nov. 2007 – June 2014

Australian National University (ANU) College of Law

Worked with a team of education specialists in the College Education & Innovation Support Team (CEIST) to provide educational design advice, consultation and support to teaching staff. The College offers undergraduate and postgraduate programs that are taught in face to face, blended and online delivery modes. Key duties included:

- Curriculum design advice
- Facilitating informed discussion on flexible learning
- Assisting staff to use educational technologies and Learning Management Systems such as Moodle
- Learning Management System site design
- Administering custom evaluations including design and conduct data collection, analysis and report writing as required
- Managing the College's Education Awards process

Program Administrator

July 2007 – Nov. 2007

Graduate Studies in Strategy and Defence, ANU College of Asia & the Pacific

This role was a secondment position to manage the program office which supported the successful delivery of a suite of postgraduate courses. Key duties included:

- Supervising administrative staff
- Introducing a range of procedures to assist staff in management of the programs
- Marketing the programs
- Communicating with students on all course enquiries
- Monitoring the budget and processing payment requests

Postgraduate Course Administrator

July 2006 – July 2007

Law School, ANU College of Law

Worked in a busy office to provide administrative support for all of the Law School's postgraduate coursework programs. Key duties included:

- Providing appropriate advice and assistance to students regarding University policy and procedures
- Collecting, preparing and maintaining student materials for publications including web content
- Researching and preparing background material and statistical information for meetings, reports and correspondence

Secondary Teacher

2003 – 2006

History and Geography

Taught at various high schools throughout Australia and in the UK. Responsibilities also included leading extra-curricular activities and coaching tennis, basketball, netball and hockey. Schools of employment included:

- Radford College, Bruce ACT
- Firbank Grammar School, Brighton VIC
- Toorak College, Mt Eliza VIC
- Marlborough College, Wiltshire ENGLAND
- Barker College, Hornsby NSW

STRENGTHS AND EXPERTISE

- Strong relationship development and interpersonal skills
- Proficient team leader and manager
- Excellent written and verbal communication skills with high attention to detail
- Effective documentation and record management skills
- Proven ability to engage stakeholders to improve processes
- Excellent negotiation skills
- Adjustable to working in both autonomous and team roles
- Ability to adapt to new environments
- Effective team member
- Experienced communication strategist and user of technologies including Microsoft Office, SharePoint, Teams, web authoring software, Learning Management Systems (Moodle & Canvas)
- Self-motivated

REFEREES

Chris Nelson | Registrar/General Manager | Anglican Diocese of Grafton | T 02 6642 4122 |
E chris.nelson@graftondiocese.org.au

Phillip Bonser | Director, Professional Standards | Anglican Diocese of Grafton | T 02 6642 4122 |
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Meredith Hunter | Deputy Director (retired), UC Partnerships | University of Canberra | M 0400 088 904 |
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1. An active commitment to the Christian Faith

It is very important to me that the Christian Faith and Christian values guide my life and that of my family. Being Christian is a core component of our life and guides how we treat each other. I am an active and practising Catholic as are my family. My husband's family comes from a long line of Maltese Catholics and my mother's family are of Irish heritage – so Catholicism it is! I was educated in Catholic schools as too are my children. I attend school liturgy services, where possible, and church services at St Mary's Catholic Church, Grafton. I am cognisant of being the best version of myself and living Christian values in how I behave, respond, show respect to, and encourage others.

2. A sympathetic understanding of and commitment to the ethos and values of the Anglican Church and an appreciation for the mission of the Anglican Church

In my teaching life, I actively sought to teach in faith-based schools as I believe strongly in the values that are provided to students in that environment. These schools included the Anglican schools of Barker College (Sydney), Radford College (ACT), Firbank Grammar (Melbourne) and Marlborough College (UK). As such, I was familiar with the ethos and values of the Anglican Church, prior to joining the Diocese in 2020. Since that time, my understanding, respect and appreciation for the mission and ministry of the Anglican Church generally, but particularly in the Grafton Diocese, has grown extensively. I look forward to continuing to develop this understanding.

I am committed to supporting the Diocese of Grafton in its mission to 'transform lives through Jesus Christ' by ensuring the efficient operation of the Diocese to best enable endeavours to bring this mission to life. On a practical level in my current role, this includes taking steps to provide clear information and guidance to ministry units and schools to facilitate mission. I appreciate the work undertaken in Op Shops, youth groups, soup kitchens and other community outreach programs and the social welfare work of Anglicare North Coast. I have assisted parishes to apply for government grants to provide funding for their various mission projects as I believe strongly in the charitable teachings of the Christian Faith.

3. Demonstrated experience in the areas of governance and risk management

As Deputy Registrar, I have demonstrated experience in leading and administering governance within the Diocese. I understand the importance of the *Anglican Church of Australia Trust Property Act 1917* (NSW) and the *Anglican Church of Australia (Bodies Corporate) Act 1938* (NSW) and their role in determining the Diocese's structure and powers and am familiar with the rules governing the Diocese. I have developed a deep understanding of the differentiation of responsibilities of Synod, Bishop-in-Council and the Corporate Trustees and the roles and responsibilities of each. I can competently navigate the Diocesan Governance Ordinance 2008, other diocesan ordinances, policies, procedures and guiding documents.

I collaborate with the Registrar to determine agendas for Synod, the Bishop-in-Council and the Corporate Trustees and write item papers and make recommendations for adoption. For the Grafton Anglican Schools Commission, I am also responsible for both the writing and collation of business papers.

I apply a constructively critical frame of mind to governance activities which has resulted in significant improvements to policies, processes and procedures. For example, I reviewed GASC-001 Principal Selection & Appointment Process, GASC-002 Capital Development and Expenditure – Schools, GASC-003 Reporting and Accountability Framework – Schools and GASC-004 Appointing and Reappointing Members of Governing Bodies

of Diocesan Educational Institutions. I have also improved the operation of the Commission and made a positive impact on school stakeholders and made the work of the Commission much more effective. The discipline I have brought to item papers has considerably improved both the speed and durability of decision making, as well as record keeping and management of school related processes.

I have also greatly improved the usability of the Diocese's business papers through the introduction of Adobe Pro to collate papers and to apply bookmarks for ease of user navigation. Prior to this, business papers were printed and scanned before being distributed, resulting in the inability to jump to sections or to search for key words. I have also upskilled the Registry Office staff on how to do this and written help guides so that should absences occur, the process can continue. My presence on these committees has also enabled a greater consistency in minute taking across the meetings.

I am a competent manager of risk. I led the development of the diocese's MUP-008 Risk Management Policy and its associated resources of the Risk Assessment Matrix and Risk Register Template. I approach risk in a practical way and use its consideration to better inform decision making. I mitigate risk usefully by providing clear guidelines to stakeholders and ensuring robust governance. At UC, I established Partnership Management Groups for each Partner to provide better oversight of contractual compliance and minimise risk.

4. Senior and varied experience in human resource management

I am an experienced leader and have managed many teams across my career. In all roles I have actively engaged in human resource management. As Deputy Registrar, I am actively involved in various human resource management matters and provide advice to Senior Management. I have established a positive working relationship with our Workplace Lawyer for when it is necessary to seek legal advice on work related matters. I contributed to the successful outsourcing of the Diocesan Finance Department and continue to be involved in managing that relationship. I am very familiar with the appointment process for both clergy and laity and the different nuances of these appointments.

I have also led a diverse range of teams with various management and HR issues. As Team Leader of the Educational Design Team at UC from 2003 – 2004, I led a team of eight Educational Designers as part a federal education grant to improve student experience (SAFFIRE project). In managing the team, I was also responsible for directing staff resources, conducting professional development reviews of staff and dealing with human resource issues. Also at UC, I was a founding member of a new team and program - *UC Partnerships*. Being involved in starting a new team came with new challenges and I successfully led the establishment of the team, including staff recruitment, team structure, appointment levels, determining roles and responsibilities and ensuring compliance with the University's Enterprise Bargaining Agreement. I actively managed staff HR complaints and did so sensitively but with a focus on negotiating positive outcomes for staff and the organisation. I always do so cognisant of my responsibilities as a leader under any corporate enterprise agreements and relevant legislation.

5. Significant experience in financial and asset management

In my roles across my career I have led projects with significant financial and asset management responsibilities. My knowledge of financial and asset management continues to grow but I have demonstrated my capacity and experience in financial management. The SAFFIRE project at UC received a \$12million federal grant. Part of my role was to work with faculties to prioritise budget spend and I ensured all funding was administered in

accordance with relevant rules and policies. As Deputy Registrar I have reviewed the financial reports of the Diocese, including the schools, and have added value by both questioning and interpreting data and extracting relevant information that is fit for purpose. I led the review of GASC-002 Reporting and Accountability Framework – Schools, which has included the development of a template for school financial reporting. I was able to work closely with the Chair of the Grafton Anglican Schools Commission to better understand requirements for financial reporting and express outcomes in a way that is understandable to people that are not subject matter experts. At the University of Canberra, I also developed the template for Annual Partner Reviews which contained a financial section in which I extracted relevant data from raw reports and presented it to senior management in a meaningful way.

As a competent manager of significant programs, I am aware that financial accountability and reporting are crucial to being able to provide advice to senior leaders and others to ensure appropriate oversight is maintained and risks identified. At UC I was instrumental in developing a new, compliant, invoicing process for international partners. The implementation of this process saw an improvement to financial management through improved internal communication and a faster turnaround of payment timeframes by international partners. I have also improved the Diocese's records of assets, primarily in the disposal of assets. I created an electronic record that captures decisions, dates, and other details in relation to disposal of property. This file is also used by finance personnel to assist in their dispersal of sale proceeds and updates on status. It has also become a means of tracking our satisfaction with agents which is useful for future sales. I acknowledge the importance of asset management, particularly its alignment with strategic priorities.

6. Proven knowledge and ability to apply relevant legislation including WHS, Anti-discrimination, and Child Protection

In my current role I have demonstrated my knowledge of and compliance with relevant legislation. I am familiar with relevant legislation that applies to the Diocese and the role of Registrar, such as the *Anglican Church of Australia Trust Property Act 1917* (NSW), *Anglican Church of Australia (Bodies Corporate) Act 1938* (NSW), the *Fair Work Act 2009*, the *Work, Health and Safety Act 2011* (NSW), the *Anti-Discrimination Act 1977* (NSW) and the *Children and Young Persons (Care and Protection) Act 1998*. Knowledge of the legislation is important, but equally important is how they are applied in practice and reported to governing bodies.

I am also familiar with the internal policies of the Diocese to implement legislative responsibilities. These include GEN-004 Prevention of Bullying and Harassment, GEN-013 Work Health and Safety and the Professional Standards Ordinance 2004 which apply legislative principles and the Diocesan approach. I have contributed to the drafting of all key Diocesan policies since my appointment and assisted with ordinances.

7. A capacity to meet the Australian Charities and Not-for-profits Commission's Standards for Responsible Persons

I have the capacity to meet these requirements. I am not, and never have been, subject to any bankruptcy or insolvency matters.

8. An ability to establish and maintain strong working relationships with board members, honorary appointments and volunteers.

A critical component of my professional success is my ability to build effective relationships with both internal and external stakeholders. I am adept at liaising with people who have diverse backgrounds and roles within their organisations, including clergy, senior executives, administrative and academic colleagues, industry experts and students at both national and international locations. I can readily build rapport with a wide cross section of people.

As the Diocese's governing bodies consist predominantly of volunteer members, the dynamic of the boards can vary greatly. My ability to maintain positive relationships assists me in the communication, negotiation, development, decision making and implementation of improvements. I am able to recognise identities of the various individuals and groups, and the different motivations and perspectives they hold. At the University of Canberra, I played an important role in fostering the relationship between teaching staff at multiple institutions and providing guidelines and training to assist in the delivery of academic programs.

I have also sought employment and experience in foreign countries and different states in order to widen and vary my exposure to educational systems, people and cultures. My success in these environments is evidence of my ability to foster beneficial and constructive interpersonal relationships. My flexibility, understanding and ability to see different perspectives are some of my strongest personal attributes.

9. Must hold a current NSW Working with Children Check (WWCC) and meet the Professional Standards requirements of the Anglican Diocese of Grafton.

I hold a current NSW Working With Children Check (Sept. 2020), National Police Check (Sept. 2020) and have also completed Safe Ministry Essentials (July 2021). I am able to meet the requirements of GEN-006 Background Checks and Minimum Training Standards for Community Protection and other Professional Standards requirements.

10. Being and active member of an Anglican Church with knowledge of the Diocese is an advantage

As answered above, I am not an Anglican, however my current role has provided me with the opportunity to continuously improve my familiarity with the Anglican Church. I have also gathered a good working knowledge of the Diocese since my appointment and have grasped the complexities of the institution and the intricacies of its structures and politics. I have a broad knowledge across multiple subject areas that enables me to assist or be able to find answers where required. I am familiar with Restructuring for Mission and Ministry: Daring to Live into God's Future for Us and am across important diocesan initiatives such as the Redress Fundraising Plan.