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## The EIT Contingency and Succession Plan

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### 1.0 Purpose

The purpose of the contingency plan is to define a strategy should the CEO/ Dean become incapacitated for a period of three weeks or longer due to an unexpected illness or accident. Another possibility is that the CEO may also suddenly resign and leave the business precipitately, or the EIT Governing Bodies vote to remove the CEO due to misconduct. A wider issue is to consider the plan for replacement of the leader and appointment of his/her successor. Within EIT we have thousands of students including students on all accredited courses and short courses who would be impacted. These students would need to continue to be supported to the highest possible standards. In addition, the staff of EIT will need to be managed and reassured so that staffing numbers are maintained. The instructors associated with EIT will also be managed to ensure that all courses are delivered to the requisite standards. Finally, EIT needs to be managed for any unfavourable event requiring quick thinking and a measured response.

### 2.0 Scope

This policy applies to all members of the Institute's higher education and VET community. The EIT Contingency and Succession Plan is relevant for all members of the EIT Governance Board, the EIT Academic Board and all EIT staff and students.

### 3.0 Objectives

The Plan has been developed in response to a request by the EIT Governance Board as they deemed a plan was required to ensure that the day to day business operations of EIT are not negatively affected by an incapacitation or loss of the CEO/ Dean of Engineering for a period of three weeks or longer. This document sets out a framework as to how EIT plans to manage the business should this situation arise.

## **4.0 Implementation**

### **Immediate action taken due to the incapacitation of the Dean of Engineering**

Should the CEO/ Dean of Engineering become incapacitated for a period of three weeks or longer, the Chair of the Governance Board, is to be immediately informed by either the Compliance Manager or the College Manager.

The Chair of the Governance Board is to immediately take over the day-to-day management of the business and lead a management team comprising the Compliance Manager, Deputy Dean and the Engineering Education Manager. The Chair of the Governance Board is to immediately inform the overseas offices including South Africa, USA, India and the UK.

The formal management committee (Chair, Deputy Dean, Compliance Manager and Engineering Education Manager) is to make decisions on day-to-day business operations in order to minimise the effects of the incapacitation of the CEO.

The management committee is to meet regularly in the first few weeks of the incapacitation to ensure that business operations continue and then, as business operations normalise, to meet at frequent intervals as required.

The Chair of the Academic Board will undertake oversight of academic matters under the role of the Dean of Engineering, which will be carried out by the Deputy Dean. The Chair of the Governance Board and the Chair of the Academic Board will monitor the workload of the Deputy Dean in the interim period, and make any further decisions deemed necessary to uphold academic leadership responsibilities, depending on the circumstances and length of absence of the Dean. The Chair of the Academic Board is qualified to undertake or advise on matters pertaining to the role of the Dean.

EIT has sufficient cash reserves and assets (over \$700,000) to continue operations and key person insurance is unlikely to be required.

### **5.0 Action taken for appointment of successor**

A systematic plan of action will be required to appoint a successor to the CEO and provide ongoing leadership to the college. This may be as the result of incapacitation, death or simply sudden resignation of the current CEO.

A recruitment campaign will be conducted under the supervision of the Chair of the Governance board with the following characteristics:

- The advertisement for a CEO is defined in the Appendix A. This should be considered by the Chair and the Management team and revised as they deem fit.
- The optimum recruitment channel to be used would be [www.seek.com.au](http://www.seek.com.au) (the largest recruitment site in Australia) or a specialist Higher Education recruitment platform. A specialist recruitment agency experienced in VET and HE appointments may also be considered.
- A period of two to three months should be budgeted to search for a suitable candidate.



- From commencement of search to commencement of employment of the suitable candidate, a period of four to five months should be anticipated.
- The appropriate level of compensation will be decided by the \Governance Board. It should be based between that of the current CEO and College Manager; but oriented towards relevant experience and demonstrated track record.

The Chair of the Governance Board and the Management team will provide the necessary induction to the CEO-designate.

### **6.0 Accountabilities**

The Governance Board is responsible for review and approval of this policy every 36 months.

The policy is to be implemented via induction and training of staff and distribution to students and the Institute's community via the website and other publications.

### **7.0 Definitions**

Nil

### **8.0 Related policies and procedures**

- EIT Governing Bodies - Terms of Reference.VET
- EIT Academic Board - Terms of Reference.VET
- Academic Board Terms of Reference.HE
- Governance Board Terms of Reference.HE
- Risk Management Policy and Register.DS
- Recruitment, Selection, Appointment and Induction Policy.HE
- Recruitment, Selection, Appointment and Induction Procedure.HE
- Selection, Appointment and Induction Policy - Academic and Administration Staff.VET
- Selection, Appointment and Induction Procedure - Academic and Administration Staff.VET



## Appendix A

### Chief Executive Officer (CEO)

Key attributes of the position:

- Successful and Entrepreneurial College
- High Technology Engineering Training and Education College
- Extraordinarily challenging international focus
- Extremely Rewarding Job Making a Real Contribution to People

This is an engineering education college (eit.edu.au) with over two decades of growth with activities in conferences, publishing, face-to-face training in over 12 countries and online engineering education providing diplomas and degrees to students from over 140 countries. The growth in recent years has been underpinned by a unique online technique of education for engineering technicians, technologists and engineers.

Specific services include the provision of online and classroom-based engineering certificates, diplomas, advanced diplomas, graduate certificates, bachelor and master degrees, conferences and training courses.

The CEO will lead a management team comprising the following areas:

- Academic (online and on-campus)
- Marketing (online and SEO/SEM)
- Operations in VET and Higher Education (Management & Learning Support Officers)
- Accounts and Financial
- Publishing of books and learning resources

EIT is at the forefront of dramatic changes occurring in engineering education throughout the world with a strong movement towards online global provision (Accreditation by overseas agencies (particularly in the USA and UK) is becoming especially important.

You would preferably need an advanced degree in engineering (with a PhD highly regarded) and an enthusiasm for and a wide knowledge of engineering and industry on a global basis with a passion for education. You would need to be comfortable working with a range of engineering disciplines such as electrical, mechanical, chemical, civil and electronics engineering and be familiar with a range of trends across all fields of industry.

You would have a strong track record in business development and work in such areas as marketing (using the web – SEO and SEM, direct mail, telemarketing and email).

The CEO would have an extremely high level of energy and be prepared to travel extensively. The role requires a seriously dedicated high level performer who is prepared to work long hours in achieving strong results. Candidates will need to demonstrate a strong track record of results and in developing and leading highly successful teams, and embracing and driving client services and sales.

Personal characteristics essential to the success of this role are: self-assuredness with a willingness to learn, quick in learning new skills and approaches, persistence, enthusiasm, drive and a passion for nurturing and developing staff members. This role is extremely



challenging and requires the ability to consistently adapt, embrace and drive innovation with above average intelligence and business prowess. Grit in dealing with and overcoming adversity is critical. A sense of humour is essential.

Salary would be on a base rate supplemented with a commission structure with results being rewarded.

The initial responsibilities would be:

- Build business revenue in new markets
- Development of new products and services
- Implementation of an agreed business plan
- Assistance with overall management.

The medium term responsibilities would be (after 4 months):

- Manage the day-to-day business
- Manage and drive overseas offices and partners
- Ensure compliance with accreditation and educational requirements
- Drive growth in revenue of 30% pa.
- Mentoring and development of passionate, enthusiastic and driven team members to greater success.
- Attract, identify, recruit, develop the best.
- Develop the existing infrastructure and processes for change and growth
- Successfully introduce innovative products and services and improvements to the business (marketing and education).

This is a great opportunity with an interesting business and as such will appeal to someone who genuinely wants to make a difference and add real value to engineering and technology education on a global basis.

Only candidates with a demonstrated (i.e. with real evidence) record of a high level of success should apply

Candidates in the first instance should contact Lisa Chisari [lisa.chisari@eit.edu.au](mailto:lisa.chisari@eit.edu.au) indicating the background, skills, qualifications, remuneration requirements and why they believe they would be good candidates and a specific evidence-based track record of building revenue by setting up similar companies or activities.