AIH Business Continuity Plan

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Contact Officer	Chief Executive Officer
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Related Documents	Higher Education Standards Framework (2021) Institute Quality and Governance Framework Strategic Plan Enterprise Risk Management Policy and-Framework Academic Freedom Policy Partnership and Articulation Policy Partnership and Articulation Procedure Student Admission Policy Student Admission Procedure Privacy Policy Privacy Procedure Student Communication Policy and Procedure Delegation of Authority Quality Assurance Framework Communication and Usage of Internet and Email Policy Communication and Usage of Internet and Email Procedure Critical Incident Management Plan Institutional Facilities and Resources Planning and Review Framework Health and Safety Policy and Procedure Mental Health and Wellbeing Policy and Procedure Sexual Harassment and Sexual Assault Policy and Procedure Discrimination, Bullying & Harassment Policy Discrimination, Bullying & Harassment Procedure (Staff) Discrimination, Bullying & Harassment Procedure (Students) Learning Technologies Policy Silverband Licence Agreement and Security and Privacy Policy ESOS Compliance Framework Records Management Policy Records Management Procedure Fees and Charges Policy and Procedure Refund Policy for International and Domestic Students Refund Procedure for International and Domestic Students Student Support Framework

1.   Purpose

Business continuity is a key element of the implementation of the Australian Institute of Higher Education's (the 'Institute') Strategic Plan in ensuring long-term planning and effective management of resources and assets in a changing business and higher education environment.

The Institute recognises that failure to provide certain activities could have a damaging impact upon students and their educational experience. This Plan aims to build organisational capability for greater resilience to disruptive events and ensure continuity of provision of education services to the Institute's students.

The objectives of the Plan are to:

- define key roles and responsibilities relating to business continuity processes;

- define business activities which are critical to the Institute's operations;

- outline the measures for ensuring that the Institute is adequately prepared to respond and recover from a disruption to critical business activities;

- outline the appropriate response to a disruption to reduce, control or mitigate the impact on operations; and

- outline the actions to be taken to recover from the disruption and continue to provide core services.

Business continuity is concerned with maintaining internal operations even in the middle of a crisis and covers all aspects of incidents which could significantly impact on The Institute's operational capacity. The Business Continuity Plan is connected to processes documented in the Institute's Risk Management Policy and Framework, Critical Incident Management Plan, and Health and Safety Policy and Procedure:

- The Risk Management Policy and Framework defines the processes, roles and responsibilities for risk management which underpin the development and maintenance of the Business Continuity Plan;

- The Critical Incident Management Plan focuses on the needs of those affected by an incident and covers all aspects which could significantly impact on student and staff wellbeing; and

- The Health and Safety Policy and Procedure defines the processes, roles and responsibilities for reporting incidents internally and externally.

2.   Scope

This Business Continuity Plan applies to all staff and contractors, in particular management involved in managing and responding to threats to business continuity.

3.   Definitions

See the AIH Glossary of Terms for definitions.

4.   Key Responsibilities

The Institute's Board of Directors is ultimately accountable for overseeing and monitoring the management of risk across the business. The Audit & Risk Advisory Committee provides advice in relation to the development of structures and processes to ensure compliance with regulatory requirements, to monitor associated risks, and to implement mitigation strategies to eliminate or minimise the impact of identified risks.

The Board of Directors has delegated the management of business continuity risks to the Chief Executive Officer, who is assisted in this task by the Executive Management Committee. Reports on business continuity management are provided through regular Risk Management reports.

The Chief Executive Officer may nominate a staff member for the coordination of business continuity management activities. If nominated, the designated officer reports regularly and as required to the Chief Executive Officer and the Executive Management Committee.

The designated officer is responsible for the implementation of a risk-based approach to business continuity as per the Institute's Risk Management Plan and following a four-stage model: prevention (section 5), preparedness (section 6), response (section 7) and recovery (section 8).

The designated officer is responsible for coordinating activities to either:

- avoid or eliminate occurrences of incidents which could significantly disrupt The Institute's operations; or

- reduce the severity or impact of such incidents.

5. Prevention

5.1. Forms of Assessment

In consultation with the Chief Executive Officer, the Institute staff and other relevant parties, the designated officer identifies critical business activities.

The Institute's current critical business activities are:

- student recruitment;
- program delivery;
- provision of learning resources;
- conducting assessment, including final examinations; and
- maintaining records, registers and repositories.
- For each critical business activity, the designated officer will ensure that the following elements are identified:
    - the resources needed to support each activity;
    - the impact of ceasing to perform these activities;
    - how long the Institute could cope without these activities, i.e. maximum threshold for downtime to avoid serious financial loss; and
    - if the activity includes several essential competing processes, the prioritisation of these processes.

Appendix 2 provides a business impact analysis of the Institute's current critical business activities.

The designated officer conducts a review of the list of critical business activities at least once a year or after any organisational change which could impact on these activities (e.g. change of corporate system, change in key staff)

5.2. Identifying, assessing and monitoring the risks

The designated officer will ensure that assessments of the Institute's exposure to potential disruption are regularly conducted in accordance with the Institute's Risk Management Plan. The allocation of responsibilities and frequency of risk activities are determined in accordance with the Risk Management Plan. The designated officer will keep a watching brief on identified business continuity risks.

The designated officer is responsible for maintaining an understanding of the most common types of business continuity risks to higher education providers or companies similar to The Institute (e.g. malware, ransomware, pandemic influenza, utility failures).

5.3. Preventative Measures

5.3.1 Insurance

The table below provides a schedule of insurance coverage by type of incident:

Insurance type	Policy coverage	Policy exclusions	Insurance company and contact	Last review date – Expiration date
Business interruption	12-month indemnity period for annual revenue of $17,365,453	Accounts Receivable	The Hollard Insurance Company	20/04/2022
Buildings and Content	Reinstatement or replacement of property contents up to $600,292	Building	The Hollard Insurance Company	20/04/2022
Theft	Contents and stock up to $500,000	Household and Open Space	The Hollard Insurance Company	20/04/2022
Glass	Internal and External		The Hollard Insurance Company	20/04/2022

5.3.2 Data Security

The Institute has entered into service level agreements with different ICT service providers which include provisions on business continuity, i.e. data security, back-up and recovery services.

Refer to the Institute's Privacy Policy and Records Management Policy for more information on personal information and records handling, including security requirements.

Corporate applications

Celox has been contracted for the management and security of data hosted on SharePoint and other corporate applications such as Outlook. Celox is responsible for protecting the Institute from internal and external threats by:

implementing appropriate user access procedures;

- external firewall and virus (malicious software) protection regimes;

- review of internal data access rights;

- review of physical access to data centres; and

- conducting security audits.

Student Management System

Silverband (Paradigm Student Management System) has been contracted for the management and security of data hosted on the Institute's student management system. Silverband safeguards the Institute's data through a range of controls including firewalls, anti-virus, continuous monitoring of possible attacks, data encryption

between server and client browser, segregated databases, and encryption of user login details.

Silverband maintains dedicated host infrastructure on Linux hardware nodes across corporate datacentres located in Melbourne and Sydney. Silverband's server infrastructure within each of these facilities is secured 24/7 and protected against unauthorised physical and digital access.

Learning Management System

Celox has been contracted for the hosting of data on the Institute's learning management system (Moodle). As part of the hosting agreement, Celox will provide monthly upgrades and apply security fixes and bug patches as they become available.

Accounting System

The Institute has subscribed to MYOB for the hosting and security of accounting data. MYOB uses secured encrypted channels for all communication, follows best practice information and credit card security standards and complies with the Australian Privacy Principles.

Refer to MYOB's Security Commitment for more information on data security (https://www.myob.com/au/about/security/security-commitment).

Website

Celox has been contracted for hosting and securing the Institute's website. Celox uses encryption, firewalls, file scanning, realtime blacklist monitoring, IP restricted-access and password protected directories.

AIH Servers/Back-up

AIH data is backed up nightly by Celox.

Data for back-up	Frequency of back-up	Back-up media/service	Responsibility	Back-up procedure steps
AIH Servers	Regularly scheduled back-up of 30 days for express recovery and 3 months for data archive available within 72 hours	Comprehensive back-up and recovery service Rapid recovery of backed-up data from the previous 30 days	Celox	N/A
Learning Management System	Every night	Comprehensive backup and recovery service	Celox Group	N/A

		Rapid recovery of backed-up data from the previous 30 days		
Website	Every night	Comprehensive backup and recovery service Rapid recovery of backed-up data from the previous 30 days	Celox Group	N/A

5.3.3 Tuition assurance arrangements

The Institute is required to arrange for adequately resourced financial and tuition safeguards to mitigate disadvantage to students that are unable to progress in a course of study due to adverse events impacting on its operations. Refer to the Institute's Fees and Charges Policy and Procedure for more information.

5.4. Awareness

The designated officer arranges for regular communications to staff (during induction, via email or team meetings) to raise awareness of incidents which could impact on business continuity and advises on behaviours which can avoid the occurrence, or minimise the impact, of such incidents.

The designated officer could consider raising students' awareness of incidents which could impact on the provision of education services and of the Institute's strategies for managing such incidents.

Awareness from staff and students which may avoid the occurrence of disruption to the Institute's ICT facilities include:

- detection of common scams, frauds and social engineering tactics; and
- safe use of ICT equipment (strong passwords, safe web browsing, safe use of flash-drives).

Students, staff and suppliers should be aware that they should immediately report incidents or suspected breaches to the relevant Institute contact.

6. Preparedness

The Institute's preparedness to respond and recover from incidents impacting on business continuity relies on a framework of documentation, communication, training, exercises and assurance controls. This framework is reviewed regularly in light of management feedback and post-implementation reviews.

The designated officer is responsible for coordinating activities for planning, resourcing, capability development, training and testing of arrangements for preparedness.

6.1.   Documentation

The designated officer provides adequate and correct documentation of relevant processes and ascertains the accuracy and accessibility of relevant contact details in the event of business disruption.

6.2.   Roles

The designated officer ensures that roles responsible for implementing business continuity processes are filled, in sufficient numbers, and clearly identifiable in the case of a disruption.

Each recovery plan (see section 8) is composed of actions and contingencies allocated to specific staff members. Responsible officers should ascertain that they would be able to provide the required resources to support the recovery effort in the event of a disruption.

Appendix 3 provides a table of roles and responsibilities allocated to specific staff members.

The designated officer may request assistance from any Institute staff to implement required business continuity processes.

6.3.   Training

The designated officer ensures that staff who have responsibilities under this Plan are appropriately trained. Required training could include: effective communication during crises, negotiation skills, or conducting risk workshops. Training requirements will be determined on a case-by-case basis depending on each staff's needs.

6.4.   Key Person Dependency

Key person risk occurs when a business or business unit becomes heavily reliant on a key individual. It is typically found in small to medium enterprises (SMEs). Productivity can decrease with the loss of a vital part of the team. With the advent of the Covid-19 pandemic the key person risk or dependency has escalated but for different reasons now, including health, different working conditions, shortage of key roles in the industry.

Short term risks

The pandemic has identified that you cannot control the situation when employees cannot work. Shuffling around roles or tasks on a day to day basis is a short term solution but not sustainable over a period of time as the employee given the day tasks maybe the employee that is off the next day.

Long term risks

The younger generation are infamous for being frequent job hoppers and don't have the same loyalty to their employers as in the past. It is unrealistic to think a well-trained employee will now stay employed with the organisation that potentially enabled them to acquire those skills.

Mitigation Key Person Risk

Identification of key person dependency and proactively mitigating risk is required. AIH Executive Management team has prepared a list of Key Person Dependency and suggestions on which staff would be able to assist with some of the roles and responsibilities. Refer to **Appendix 5.**

6.5.   Equipment

The designated officer ensures that:

- critical documents are available in hardcopy in the case of an emergency, such as this Plan, list of employees with contact details, list of customer and supplier details, the Institute's Critical Incident Management Procedure, and asset register; and that

- critical equipment is easily retrievable in the case of an emergency, such as flash drive back-up or spare keys.

The designated officer is responsible for ensuring the currency of the documents and equipment as applicable.

6.6.   Exercises

The designated officer will arrange for testing and exercising of key elements of the Plan once a year. Testing and exercising may be conducted for key elements of the Plan only and in different modes (e.g. meeting of staff with responsibilities under the Plan or simulation).

6.7.   Reviews

The Chief Executive Officer is responsible for ascertaining the effectiveness of business continuity processes and may request the designated officer to organise reviews, audits and spot checks to determine preparedness.

The designated officer arranges for regular reviews and spot checks of the Institute's preparedness. A comprehensive review will take place at least once a year and following any changes which could impact on the implementation of this Plan (e.g. new location).

The Institute staff members conducting preparedness reviews or checks will report on the outcomes to the Chief Executive Officer and the Executive Management Committee.

7. Response

The designated officer will provide the Chief Executive Officer with recommended immediate actions to respond to a disruption for containing, controlling and minimising its impact on business functions. Staff members should be prepared to provide an effective response to ensure minimal disruption to operations.

7.1. Activation

The designated officer and the responsible officer for the impacted business area identify critical activities which have been disrupted and any damage to equipment and facilities. The designated officer will compile the relevant information and report to the Chief Executive Officer.

The Chief Executive Officer is responsible for assessing the disruption based on the information provided and to activate a timely response to the incident. Where several aspects of the Institute's operations are impacted, the Executive Management Committee would convene to provide a more coordinated response to the disruption.

7.2. Response sequence

Responses to disruptive events will follow the sequence below as per allocated responsibility:

- take steps to protect staff and students (refer to the Institute's Critical Incident Management Plan for all aspects relating to the safety and wellbeing of people involved in critical incidents);
- brief staff and students on disruption;
- restrict access to systems, equipment and sites as applicable;
- remind staff and students of roles and responsibilities;
- contact authorities and regulators; and
- initiate public relations response, as applicable.

7.3. Communications

Communications during, or immediately after, a disruption will be implemented according to the type of stakeholder and purpose of each communication.

Mitigating the impact of a disruption will often entail restricting access to ICT systems and equipment or facilities. Although the choice of the appropriate channel will depend on the circumstances, it is essential that communications be issued in the most expedient manner

to reach their intended audience as quickly and clearly as possible to mitigate the immediate impact of a disruption.

Stakeholder	Purpose	Channels	Source
Students	- Notify of change to timetables - Notify of major change in delivery or access to resources - Update on operational status - Respond to enquiries	Email, Learning Management System, website, postal mail	Registrar
Staff	- Notify of change to hours or functions - Update on operational status	Phone, email	Line manager Chief Executive Officer
Suppliers	Request service or change to current service	Email, phone	Accounts Manager / Registrar
Building Management	Notify if facilities are affected	Phone, email	Registrar
Insurer	- Notify of incident - Request for assistance	Phone, email	Accounts Manager
Regulators or Authorities	Notify of incident	As specified by regulator or authority	Chief Executive Officer

8.   Recovery

The Chief Executive Officer coordinates the actions for recovering from a disruption and resuming critical business activities.

Recovery efforts will follow the sequence of actions below:

- focus resources on recovery of critical business activities;

- deactivate resources as necessary;

- lodge insurance claims and follow up as required;

- assess financial situation and cash requirements for restoring operations;

- adjust recovery plans to the circumstances, including financial goals, priorities, timeframes and options for recovery;

- implement recovery plans as applicable;

- keep students, staff and suppliers informed of recovery effort and progress; and

- record lessons learnt.

Appendix 4 provides a list of recovery plans by critical business activities.

8.1.   Academic, administrative and facilities functions recovery

Ensuring continuity of academic, administrative and facilities activities may require a combination of the following measures:

- renting temporary work accommodation;

- converting available space for high-priority business functions;

- reducing number of required staff on-site; or

- hiring additional casual staff.

For each recovery plan, the staff member responsible for an action or contingency should ascertain what over resources are available. Refer to Appendix 4 for recovery plans.

8.2. ICT functions recovery

The Institute's service level agreements with its ICT service providers provide response and resolution timeframes for the recovery of functions or data covered by the agreement.

Corporate Applications

Celox provides recovery services for incidents impacting on SharePoint or corporate applications such as Outlook. Response and resolution targets for serious incidents are provided in the tables below.

Student Management System

Silverband provides recovery services with response and resolution periods as in the table below.

Coverage	Severity	Response	Resolution
Business hours	Incident (Bug)	1 hour	8 hours

Refer to Silverband's *Licence Agreement* for more information on service level periods.

Learning Management System

Celox provides recovery services following a disruption to a Moodle instance, i.e. it is not available (a "Priority 1 Error"). Acknowledgment, response and resolution are indicated in the table below.

Coverage	Severity	Acknowledgment	Technical Response	Technical Resolution
Business hours	Priority 1 Error	Same day	Next business day	As promptly as possible

Accounting System

MYOB offers a number of recovery services, e.g. data file repair, password recovery and online backup retrieval.

Coverage	Data file repair	Password recovery	Online backup retrieval
Business hours	3-4 working days	3-4 working days	Up to 2 hours

Refer to MYOB's *Data file repair services* for more information (https://www.myob.com/au/support/data-file-repair-services).

Website

Celox guarantees 99.9% service uptime on web hosting and offers data recovery services, including a "Click Restore" service via cPanel. For issues logged with Celox the table below provides the target response time.

Coverage	Severity	Response	Resolution
24/7	-	20 minutes	Dependent on complexity

9.   Records

In the event of an emergency, the designated officer will maintain an event log to record the decisions and actions in the period immediately following the disruption. At a minimum, it will contain the following information: Date, Time, Decision/Action.

The event log will be recorded on the relevant corporate system as soon as practicable after the disruption.

10.   Reporting

Depending on the severity and type of disruption and services affected, the Institute is required to notify relevant authorities of certain disruptions, e.g.:

- the Tertiary Education Quality and Standards Agency for any breaches of the Threshold Standards;

- Safe Work NSW for any serious or fatal incident; and

- the Office of the Australian Information Commissioner for personal data breach.

Refer to the Institute's Work Health and Safety & Wellbeing Policy and Procedure and Privacy Policy for more information on the above reporting requirements.

11.   References

- Higher Education Standards Framework (Threshold Standards) 2021

- National Code of Practice for Providers of Education and Training to Overseas Students 2018, Standard 6

- Privacy Act 1988 (Cth)

12.   Version Control

This Procedure has been endorsed by the Australia Institute of Higher Education Principal as at September 2020 and is reviewed every 3 years. The Procedure is published and available on the Australian Institute of Higher Education website http://www.aih.nsw.edu.au/ under 'Policies and Procedures'.

Change and Version Control				
Version	Authored by	Brief Description of the changes	Date Approved:	Effective Date:
2020.1	Chief Executive Officer	New policy	24 September 2020	24 September 2020
2022.1	Chief Executive Officer	Update re key risk elements such as key person dependency; Update Data Security and provider details. Include Appendix documents.	26 April 2022	2 May 2022

Appendix 1 – Distribution List

The Australian Institute of Higher Education's *Business Continuity Plan* is to be stored on SharePoint with hard copies distributed to the following staff members:

Copy number	Name	Location
1	Chief Executive Officer	TBD
2	Dean/Director Teaching & Learning	TBD
3	Registrar	TBD
4	Designated officer	TBD
5	Student Services Manager	TBD
6	Admissions Manager	TBD
7	National Recruitment Manager	TBD

Appendix 2 – Impact Analysis of Critical Business Activities

Activity	Resources needed to support activity	Impact of ceasing to perform activity	How long AIH could cope before incurring a substantial loss
Student recruitment	• Education agents • Application/Admission process	• Lower student intake	2 weeks
Program delivery	• Lecturers • Teaching facility	• Student transferring to other providers • Suspension of TEQSA registration	2 weeks
Provision of learning resources	• E-resources subscription • Learning Management System • Library	• Student transferring to other providers • Suspension of TEQSA registration	1 week if during a study period 2 weeks if during a study break
Conducting assessment, including final examinations	• Lecturers, markers • Assessment materials, e.g. papers • Lack of digital access	• Delayed results and enrolment finalisation • Student transferring to other providers • Suspension of TEQSA registration	1 week
Maintaining records, registers and repositories	• Student Management System • Learning Management System • Corporate Systems	• Suspension of TEQSA registration	1 week

Appendix 3 – Roles and responsibilities allocated to AIH staff members

Business Area	Role	Responsible officer
ICT	• Liaising with ICT service provider • Arranging for alternative service	Registrar
Facilities	• Liaising with building management • Arranging alternative accommodation, classroom or examination venue	Student Services Manager
Insurance	• Liaising with insurer	Accounts Manager
Finance	• Arranging required funds for implementing recovery plans	Accounts Manager
Recruitment	• Liaising with agents	National Recruitment Manager
Students	• Communicating with students	Registrar or Student Services Manager
Academic	• Arranging for additional academic staff, markers and invigilators if required • Arranging alternative e-resources, learning management system, student management system	Dean
All	• Assessment of disruption • Activation of plan • Overseeing implementation • All communications, including with media • Liaising with regulators and authorities • Arranging for additional corporate staff	Chief Executive Officer (or delegate)
All	• Coordinate response and recovery activities as required • Ensure communication between Chief Executive Officer, staff and key stakeholders as required • Maintain event log	Designated officer

Appendix 4 – Recovery Plans

Critical Business Activities	Recovery timeframe	Affected resources required to support activity	Recovery actions and contingencies
Student recruitment	1 week	Education agents	• Enter into agreement with alternative agents • Increase recruitment effort from other sources
		Application/Admission process	• Implement temporary, manual system • Arrange for alternative registration process
Program delivery	1 week	Lecturers	• Hire additional qualified casual teaching staff • Reduce, combine or reschedule face-to-face teaching sessions
		Teaching facility	• Reduce, combine or reschedule face-to-face teaching sessions • Organise alternative teaching modes using learning management system and emails • Rent alternative teaching venues
Provision of learning resources	1 week	e-resources subscription	• Enter into a contract with another supplier
		Learning Management System	• Organise alternative support system using emails • Arrange for alternative system
		Library	• Arrange for alternative accommodation • Arrange for new prescribed textbooks
Conducting assessment, including final examinations	1 week	Lecturers, markers, invigilators	• Hire additional qualified casual teaching staff, markers or invigilators
		Examination room	• Rent alternative examination room
Maintaining records, registers and repositories	1 week	Student and Learning Management Systems	• Implement temporary, manual system • Arrange for alternative system
		Corporate Systems	• Implement temporary, manual system • Arrange for alternative system

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Appendix 5 – Key Person Dependency List

Role	Critical Dependency	Description	Continuity Measures
Chief Executive Officer			
	Key responsibilities:		
		Leading, mentoring and developing the team	Senior Management team
		Ensure AIH's core values are cascaded throughout and lived by the business	Senior Management team
		Complete the annual and interim performance review and goal setting cycles	Senior Management team with assistance of Managing Director
		Develop and implement group accounting policies and procedures	Interim CFO and Accounts Manager
		Strategic analysis & the provision of ongoing commercial advice	Board of Directors
		Continually identify areas for process improvement and execute accordingly	Senior Management team
		Review of key business systems and targeting improvements / vendor selection accordingly	Senior Management team
		Drive the strategic planning and overall leadership for the institute including the formation of the Strategic Plan	Managing Director and Board of Directors
		Report weekly, monthly and quarterly to the Board with ad hoc requests as required	Managing Director with information provided by Senior Management team
		Oversee the Institute's initiatives across the student lifecycle to ensure alignment with strategic objectives and compliance with regulatory bodies	Senior Management team
		Responsible for achieving strategic objectives and academic targets outlined in the Strategic Plan and overall Institute financial objectives	Senior Management team
		Demonstrate innovative and visionary leadership in strategic planning for the Institute's academic operations, admissions, administration and student support services	Senior Management team under the guidance of Board of Directors

		Develop and manage the workforce plan to ensure the Institute maintains appropriate staff numbers, as well as attracts and retains suitable and qualified staff (appropriate AQF level for teaching positions) across departments	Academic Dean under guidance of Managing Director
		Manage the development of existing and new courses to maintain a sustainable competitive advantage	Academic Dean
		Facilitate benchmarking activities to compare and validate Institute initiatives and improve results on progression, student satisfaction and student engagement	Academic Dean
		Manage staff and student relationships when escalated by managerial team	Dean and Chair Academic Board
	Academic Operations:		
		Contribute to development and implementation of Teaching and Learning strategies to assist student progression	Academic Dean
		Responsible for ensuring best practice Teaching and Learning strategies are developed and realized through appropriate facilities and student support in alignment with the Teaching and Learning Plan	Academic Dean under guidance Chair Teaching & Learning and Chair Academic Board
		Ensure course design and delivery is compliant with professional accrediting bodies including CPA, ACCA and others as relevant	Academic Dean under guidance Chair Teaching & Learning and Chair Academic Board
		Lead, cultivate and contribute to a professional development culture focused on scholarly activity within the course disciplines	Dean and Chair Academic Board
	Admissions Operations:		
		Ensure admissions have efficient operations and effective compliance with regulatory bodies and relevant standards related to tertiary education provision to international students	Admissions Manager
		Oversee development and monitoring of suitable partnerships and pathways into the Institute	Academic Dean and National Recruitment Manager
	Student Engagement and Administration Operations:		
		Responsible for successful and efficient delivery of student services operations in alignment with the student support framework and organizational targets	Academic Dean and Student Services Manager

		Ensure students have the appropriate level of support required throughout their candidature, including first year transition support, orientation, learning support and career readiness skills	Academic Dean, Academic Success Manager and Student Services Manager
		Facilitate a student centered approach to administrative tasks and support services	Senior Management team
		Demonstrate leadership in the development of student engagement programs to increase progression and improve attrition rates	Senior Management team
	Governance:		
		Acting as principal executive officer (PEO), responsible for establishing and maintaining accreditation with regulatory bodies	Managing Director
		Demonstrate and facilitate a culture of compliance with regulatory bodies and laws governing Higher Education Providers across all departments the Institute	Senior Management team
		Ensure appropriate governance instruments are established and maintained across the Institute to enable accurate data collection and reporting to regulatory bodies	Senior Management team
		Develop and cultivate sustainable relationships with internal and external stakeholders and demonstrate the Institute's attributes of being a quality provider of tertiary education	Senior Management team
		Company secretary for the Board of Directors including compilation of board materials for each meeting	Senior Management team under instructions from Managing Director
		Manage the membership for and quality assurance of the Academic Board, Course Advisory and Review Committee (CARC), and Teaching and Learning Committee (T&LC)	Academic Dean and Registrar under guidance from Chair of Academic Board

Role	Critical Dependency	Description	Continuity Measures
Dean/Director Teaching & Learning			
	Key responsibilities:	Lead and foster excellence in scholarship, teaching and policy development in the academic disciplines within the Institute.	Program Managers
		Lead the development of courses and programs, ensuring viable and demonstrable evidence of long-term sustainable demand.	Principal/CEO
		Ensure strong understanding of academic regulatory compliance with an ability to lead academic team to meet these requirements.	Principal/CEO
		Evaluate student experience and outcomes to ensure continuous improvement processes are put in place during the student lifecycle.	Program Managers
		Develop and implement a strong engagement and retention plan for student cohort.	Program Managers to monitor
		Oversee implementation of curriculum development and changes required for course accreditation and quality improvement.	Program Managers to monitor
		Manage continuous improvement processes in curriculum and assessment review processes.	Program Managers
		Report to the Executive Management Group on the implementation and completion of academic objectives.	Program Managers
		Oversee the academic development of new sustainable programs that meet compliance requirements, whilst building professional relationships with government and professional agencies.	Principal/CEO and Program Managers
		Ensure the corporate governance framework supports academic excellence and regulatory requirements	Principal/CEO and Program Managers
		Identify staff teaching and learning needs, develop appropriate strategies and advise on development needs to inform staff work planning.	Program Managers
		Undertake the scholarship of teaching and learning and assist staff in undertaking professional development and implementation in order to enable best practice in their discipline area.	Principal/CEO and Program Managers
	Academic Operations:		
		Contribute to development and implementation of Teaching and Learning strategies to assist student progression.	Program Managers

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Program Manager - Accounting			
		Responsible for ensuring best practice Teaching and Learning strategies are developed and realized through appropriate facilities and student support in alignment with the Teaching and Learning Plan.	Program Managers
		Ensure course design and delivery is compliant with professional accrediting bodies including CPA, ACCA and others as relevant.	Program Managers
		Lead, cultivate and contribute to a professional development culture focused on scholarly activity within the course disciplines.	Program Managers
		Oversee development and monitoring of suitable partnerships and pathways into the Institute.	Program Managers
		Provide appropriate and relevant reports for Academic Board and sub-committees.	Program Managers
	Student Engagement and Retention:		
		Responsible for successful and efficient delivery of academic operations in alignment with the student support framework and organizational targets.	Program Managers
		Ensure students have the appropriate level of support required throughout their candidature, including first year transition support, orientation, learning support and career readiness skills.	Academic Success Manager
		Facilitate a student-centred approach to administrative tasks and support services.	Program Managers
		Demonstrate leadership in the development of student engagement programs to increase progression and improve attrition rates	Program Managers/Student Services
	Academic Leadership:		
		Lead and motivate academic team within discipline area to achieve performance objectives and compliance with accrediting bodies both industry and regulatory (i.e. TEQSA)	Dean or other PM
		Manage academic staff within the discipline area in terms of teaching practice, content development and scholarship	Senior Academic Staff
		Contribute to discipline strategy development	Dean or other PM
		Be professionally engaged in discipline area	Dean or other PM

		Lead a culture of compliance to the Institute's policies and procedures in the discipline area	Senior Academic Staff
		Assist in determining the teaching structure and composition for the discipline in conjunction with the Dean	Senior Academic Staff
		Report on academic outcomes	Senior Academic Staff
	Content Development and Delivery:		
		Oversee the preparation and delivery of lectures, tutorials, workshops, practical classes and/or demonstrations within the discipline area	Senior Academic Staff
		Manage the development and maintenance of AIH units within the discipline, including, but not limited to Unit materials, Assessments, Learning Support Resources, and Learning Management System requirements	Senior Academic Staff
		Champion a culture of continuous improvement and innovation at the course and unit level in line with Institute objectives and policy	Senior Academic Staff
		Develop new units in line with business and industry requirements, as required by the Dean	Senior Academic Staff
	Assessment Management:	Design and conduct assessment within discipline area	Senior Academic Staff
		Ensure constructive alignment of assessment design with course learning outcomes, unit learning outcomes, AQF, the Institute's graduate attributes and professional accrediting bodies (if applicable)	Senior Academic Staff
		Coordinate delivery of all assessment tasks in line with AIH framework	Senior Academic Staff
		Hold unit assessment meetings with markers	Senior Academic Staff
		Mark and/or coordinate the marking of assessments, as required	Senior Academic Staff
		Manage timely completion of assessment marking by lecturers	Senior Academic Staff
		Manage and conduct pre-marking and post-marking moderation	Senior Academic Staff
		Identify and report to student misconduct in assessment activities to Registrar for further action	Senior Academic Staff
	Scholarship:		

		Lead a professional development culture focused on scholarly activity within the discipline	Dean or other PM
		Demonstrate maintenance of teaching and learning and disciplinary knowledge through relevant scholarly activity	Senior Academic Staff
		Mentor and Monitor scholarly development activities of discipline academic staff	Senior Academic Staff
	Teaching Load:		
		A teaching load up to 40% of workload including Unit Coordination or Teaching per study session. Units taught and coordinated: · For units coordinated, develop and update content, coordinator the teaching team, and monitor grading, moderation and consistency of delivery via all teaching medium · Ensure that units are delivered at a high level of quality and consistency across the course · Maintain student attendance records and other relevant issues that arise during teaching · Ensure that all assessment items are completed by the due date and provide quantitative and qualitative feedback to students regarding their performance	Full time/Casual lecturers
	Administration:		
		Assess Advanced Standing requests	Senior Academic Staff
		Counsel students about their academic progress as and when required	
		Participate in weekly and committee meetings, as and when required	
		Conduct general administration, as and when required	
		Manage compliance and partnerships with accrediting professional bodies including CPA/ACCA etc.	Dean or other PM
Program Manager - Business			
	Academic Leadership:		
		Lead and motivate academic team within discipline area to achieve performance objectives and compliance with accrediting bodies both industry and regulatory (i.e. TEQSA)	Dean or other PM

		Manage academic staff within the discipline area in terms of teaching practice, content development and scholarship	BIS Program Co-ordinator
		Contribute to discipline strategy development	Dean or other PM
		Be professionally engaged in discipline area	Dean or other PM
		Lead a culture of compliance to the Institute's policies and procedures in the discipline area	Dean or other PM
		Assist in determining the teaching structure and composition for the discipline in conjunction with the Dean	BIS Program Co-ordinator
		Report on academic outcomes	BIS Program Co-ordinator
	Content Development and Delivery:		
		Oversee the preparation and delivery of lectures, tutorials, workshops, practical classes and/or demonstrations within the discipline area	Senior Academic Staff
		Manage the development and maintenance of AIH units within the discipline, including, but not limited to Unit materials, Assessments, Learning Support Resources, and Learning Management System requirements	Senior Academic Staff
		Champion a culture of continuous improvement and innovation at the course and unit level in line with Institute objectives and policy	Senior Academic Staff
		Develop new units in line with business and industry requirements, as required by the Dean	Senior Academic Staff
	Assessment Management:		
		Design and conduct assessment within discipline area	BIS Program Co-ordinator
		Ensure constructive alignment of assessment design with course learning outcomes, unit learning outcomes, AQF, the Institute's graduate attributes and professional accrediting bodies (if applicable)	Dean or other PM
		Coordinate delivery of all assessment tasks in line with AIH framework	BIS Program Co-ordinator or Senior Lecturer
		Hold unit assessment meetings with markers	BIS Program Co-ordinator or Senior Lecturer
		Mark and/or coordinate the marking of assessments, as required	BIS Program Co-ordinator or Senior Lecturer

		Manage timely completion of assessment marking by lecturers	BIS Program Co-ordinator or Senior Lecturer
		Manage and conduct pre-marking and post-marking moderation	BIS Program Co-ordinator or Senior Lecturer
		Identify and report to student misconduct in assessment activities to Registrar for further action	BIS Program Co-ordinator or Senior Lecturer
	Scholarship:		
		Lead a professional development culture focused on scholarly activity within the discipline	Dean or other PM
		Demonstrate maintenance of teaching and learning and disciplinary knowledge through relevant scholarly activity	Senior Academic Staff
		Mentor and Monitor scholarly development activities of discipline academic staff	Senior Academic Staff
	Teaching Load:		
		A teaching load up to 40% of workload including Unit Coordination or Teaching per study session. Units taught and coordinated: · For units coordinated, develop and update content, coordinator the teaching team, and monitor grading, moderation and consistency of delivery via all teaching medium · Ensure that units are delivered at a high level of quality and consistency across the course · Maintain student attendance records and other relevant issues that arise during teaching · Ensure that all assessment items are completed by the due date and provide quantitative and qualitative feedback to students regarding their performance	Full time/Casual lecturers
	Administration:		
		Assess Advanced Standing requests	BIS Program Co-ordinator or Senior Lecturer
		Counsel students about their academic progress as and when required	BIS Program Co-ordinator or Senior Lecturer
		Participate in weekly and committee meetings, as and when required	BIS Program Co-ordinator
		Conduct general administration, as and when required	BIS Program Co-ordinator

		Manage compliance and partnerships with accrediting professional bodies including CPA/ACCA etc.	Dean or other PM
Program Manager - Business Information Systems			
	Academic Leadership:		
		Lead and motivate academic team within discipline area to achieve performance objectives and compliance with accrediting bodies both industry and regulatory (i.e. TEQSA)	Dean or other PM
		Manage academic staff within the discipline area in terms of teaching practice, content development and scholarship	BIS Program Co-ordinator
		Contribute to discipline strategy development	Dean or other PM
		Be professionally engaged in discipline area	Dean or other PM
		Lead a culture of compliance to the Institute's policies and procedures in the discipline area	Dean or other PM
		Assist in determining the teaching structure and composition for the discipline in conjunction with the Dean	BIS Program Co-ordinator
		Report on academic outcomes	BIS Program Co-ordinator
	Content Development and Delivery:		
		Oversee the preparation and delivery of lectures, tutorials, workshops, practical classes and/or demonstrations within the discipline area	Senior Academic Staff
		Manage the development and maintenance of AIH units within the discipline, including, but not limited to Unit materials, Assessments, Learning Support Resources, and Learning Management System requirements	Senior Academic Staff
		Champion a culture of continuous improvement and innovation at the course and unit level in line with Institute objectives and policy	Senior Academic Staff
		Develop new units in line with business and industry requirements, as required by the Dean	Senior Academic Staff
	Assessment Management:		
		Design and conduct assessment within discipline area	BIS Program Co-ordinator

		Ensure constructive alignment of assessment design with course learning outcomes, unit learning outcomes, AQF, the Institute's graduate attributes and professional accrediting bodies (if applicable)	Dean or other PM
		Coordinate delivery of all assessment tasks in line with AIH framework	BIS Program Co-ordinator or Senior Lecturer
		Hold unit assessment meetings with markers	BIS Program Co-ordinator or Senior Lecturer
		Mark and/or coordinate the marking of assessments, as required	BIS Program Co-ordinator or Senior Lecturer
		Manage timely completion of assessment marking by lecturers	BIS Program Co-ordinator or Senior Lecturer
		Manage and conduct pre-marking and post-marking moderation	BIS Program Co-ordinator or Senior Lecturer
		Identify and report to student misconduct in assessment activities to Registrar for further action	BIS Program Co-ordinator or Senior Lecturer
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		Lead a professional development culture focused on scholarly activity within the discipline	Dean or other PM
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	Teaching Load:		
		A teaching load up to 40% of workload including Unit Coordination or Teaching per study session. Units taught and coordinated: · For units coordinated, develop and update content, coordinator the teaching team, and monitor grading, moderation and consistency of delivery via all teaching medium · Ensure that units are delivered at a high level of quality and consistency across the course · Maintain student attendance records and other relevant issues that arise during teaching	Full time/Casual lecturers

		· Ensure that all assessment items are completed by the due date and provide quantitative and qualitative feedback to students regarding their performance	
	Administration:		
		Assess Advanced Standing requests	BIS Program Co-ordinator or Senior Lecturer
		Counsel students about their academic progress as and when required	BIS Program Co-ordinator or Senior Lecturer
		Participate in weekly and committee meetings, as and when required	BIS Program Co-ordinator
		Conduct general administration, as and when required	BIS Program Co-ordinator
		Manage compliance and partnerships with accrediting professional bodies including CPA/ACCA etc.	Dean or other PM

Role	Critical Dependency	Description	Continuity Measures
Accounts Manager			
	Accounts:		
		Ensure that financial transactions are processed in a timely and accurate fashion (including substantiated) and in accordance with pronounced Policies or expectations.	Accountant
		Examine operating costs and organizations' income and expenditure.	Accountant
		Ensure that updated procedures exist for each financial activity – must be compliant with pronounced Policies or expectations.	
		Process commission and bonus lists to agents	
		Be aware of and ensure correspondence with key stakeholders (staff, directors, Agents, students, and financial institutions/gateways) issued by the Finance team is clear and professional.	Accountant
		Process expense claims and supplier invoices in payables	Accountant
		Provide consistent interpretation, application of fees, and advice regarding student enrolment, study plans, and refunds.	Accountant
		Provide weekly reports about payables	Accountant
		Liaise with staff regarding EMDG Grant	Accountant
		Prepare financial statements (Balance sheet, profit and loss, cash flow statement)	Interim CFO
		Ensure that key accounts are reconciled, reviewed and signed-off in a timely and accurate fashion.	Accountant
		Be a leader in suggesting innovative ways to improve work activities.	Accountant
	Reporting:		
		Provide Chief Executive Officer, CFO (Interim) and management team members reports as required. Examples include: * Revenue recognition reports; * Payroll; * Leave including annual, long service, carer's leave	Accountant

		* Commission	
	Governance, Quality and Compliance		
		Assist with the preparation of governance documents or providing information for the Board, the various Institute Committees, and for regulatory requirements.	Interim CFO/CEO
		Attend to developing and implementing a financial quality audit function (review of transactions processed in Xero and the Student Management System and compliance with or recommend amendments to policy and procedures) and issue a quarterly report of results to the CFO/Principal.	
	People Management:		Interim CFO or Accountant
		In consultation with the CFO ensure that the Finance team are trained for the activities assigned to them.	Interim CFO
		Manage the Finance team staff schedule (including leave requests) in consultation with the CFO/Principal.	Interim CFO
		Champion a positive working environment for your team.	

Role	Critical Dependency	Description	Continuity Measures
Admissions Manager			
		Ensure high standards of the Admissions team are maintained and improved upon	National Recruitment Manager/Admissions & Enrolment Officer
		Manage the Admissions team to ensure that applications from potential students are processed in accordance to AIH policies and procedures and in line with relevant government legislative requirements	National Recruitment Manager/Admissions & Enrolment Officer
		Manage the Admissions team to ensure agents have a positive experience throughout their life cycle of the admissions process	National Recruitment Manager/Admissions & Enrolment Officer
		Manage up-to-date knowledge with all relevant legislation and current best practice within the international student admissions area	National Recruitment Manager/Admissions & Enrolment Officer
		Deliver and develop efficient administration systems in relation to all admissions processes	Admissions & Enrolment Officer
		Ensure quality customer service to internal and external stakeholders	National Recruitment Manager/Admissions & Enrolment Officer
		Develop and implement an alumni strategy and manage alumni engagement	
		Manage the Institute's website and maintain data integrity whilst ensuring the website is engaging and relevant for the both prospective and current students	Academic Systems Administrator
		Manage the Admissions team including task management, workloads, performance review against agreed targets.	National Recruitment Manager/Admissions & Enrolment Officer
		Mentor direct reports and manage their professional development	National Recruitment Manager/Admissions & Enrolment Officer
		Implement a continuous improvement and training strategy for all admissions staff.	National Recruitment Manager/Admissions & Enrolment Officer

Recruitment Manager			
		Contribute to a safe and supportive environment at the institute	student Services Manager/Chief Executive Officer
		Advocate compliance policies and procedures with staff across the Institute	Registrar/Chief Executive Officer
		Ensure as far as is practicable that the workplace, under your control, is safe and without risks to health	student Services Manager/Chief Executive Officer
		Be a productive member of the AIH team by displaying the Institute's core values (Customer Focused, Results Focused, Team Work, Innovative, and Ethical) through your day to day role.	National Recruitment Manager/Admissions & Enrolment Officer
		Oversee and manage international student recruitment for allocated region/s.	Admissions
		Manage a network of domestic and international strategic partners, including higher education agents.	Admissions
		Develop and implement the sales plan for allocated region/s, including proposal of sales targets, strategies and tactics, as well as monitoring and regular reporting on progress.	Admissions/ CEO
		Provide timely and relevant sales information and support to partners.	Admissions
		Manage the approved sales budget for your region.	CEO
		Actively track industry and competitor performance and propose strategic recommendations based on trends and changes in the market.	CEO
		Support the delivery of targeted communications for your region through development and distribution of collateral, targeted campaigns, social media, and other approved online content.	Student Services
		Maintain accurate agent and student details using a CRM platform.	Admissions
		Provide administrative support for related activities as required.	Admissions
		Achieve assigned sales and profitability targets.	CEO
		Maintain high stakeholder satisfaction ratings.	CEO/ Admissions

Role	Critical Dependency	Description	Continuity Measures
Registrar			
	Quality & Compliance:		
		Oversight of Advance Standing and Articulation processes	Academic Services Coordinator w/Dean
		Managing and processing academic administration applications including but not limited to Complaints and Appeals, Special Consideration Applications, Alleged Student Misconduct, Cross Institutional Applications, Deferrals and Course Change Requests.	Academic Services Coordinator w/Dean
		Manage the Student-at-Risk (SAR) process in line with the Learning Support Coordinator	Academic Services Coordinator
		Ensure institutional policies and procedures are adhered to, kept up to date, reviewed and updated in accordance to review cycles	Academic Services Coordinator w/Dean & CEO
		Ensure academic letter templates are up to date and amend as required (Completion letters, student at risk letters, etc.)	Academic Services Coordinator
		Oversee graduation compliance and records, including the issuing of testamurs	Academic Services Coordinator w/Dean & CEO
		Manage collection, recording and reporting on academic outcomes (Grades, Graduate Destination Survey, Student Evaluations, Progression, Attrition and Completion rates etc.)	Academic Services Coordinator w/Dean
		Oversee and audit internal and external communications to ensure compliance, including Orientations, Industry Procedures, Institute Website, Marketing materials, LMS, SMS, formal student communications etc.	Academic Services Coordinator w/CEO
		Monitor and record professional development and scholarly activities	Not Applicable
		Maintenance of all academic registers in relation to the above tasks to ensure up-to-date data and information at all times	Academic Services Coordinator w/Dean
	Governance		
		Assist the Dean to record and develop reports for regulatory bodies (TEQSA, Department of Education, etc.) including yearly Provider Information Request report	Academic Services Coordinator w/Dean

Academic Services Coordinator	*Academic Administration*	Assist Dean in managing accreditation and re-registration documents including managing ongoing obligations to TEQSA and other regulatory agencies	Academic Services Coordinator w/Dean
		Assist with the preparation of governance documents for the Institute's academic governance committees (Academic Board, Board of Examiners, Teaching and Learning, Course Advisory and Review, Grading Ratification Committee, Appeals Committee)	Academic Services Coordinator
		Member of the Course Advisory and Review Committee, Grade Ratification Committee and Teaching and Learning Committee	Not Applicable
		Provide and manage secretariat support for all academic governance committees	Academic Services Coordinator
		Manage the Student Management System in conjunction with the Head of Student Services	Academic Services Coordinator
		Manage processing, printing and recording of academic delivery documents including unit outlines and exam papers	Not Applicable
		Manage timetabling and delivery of examinations	Academic Services Coordinator (Exams not Applicable)
		Manage the collation, recording and reporting of final grades	Academic Services Coordinator
		Manage the collation of student related surveys both internally and externally through QILT and other relevant agencies	Academic Services Coordinator w/CEO
	People Management	Manage the Academic Services team to complete required tasks	Academic Services Coordinator w/Dean & CEO
		Mentor Academic Services Officers and manage their professional development	Academic Services Coordinator
	Timetabling	Develop and distribute the timetable in a timely and accurate manner	Registrar & Dean
		Ensure projected enrolment data, resources and future timetables are regularly updated	Registrar & Dean

		Identify subjects required for delivery based on study plans and student progression	Registrar & Dean
		Document and improve processes for timetabling and exams bookings	
		Respond to timetabling queries and find appropriate solutions where there are potential conflicts	Registrar & Dean
		Manage external relationships with key external stakeholder including but not limited to Paradigm, Moodle and Casual Invigilators	Registrar
	Academic Support		
		Assist the processing academic administration applications including but not limited to: Complaints and Appeals, Special Consideration Applications, Alleged Student Misconduct, Cross Institutional	Academic Support Services Officer
		Applications, Deferrals and Course Change Requests	Academic Support Services Officer
		Assist the data collection and processing of student surveys each Study Period	Registrar
		Assist the collection, recording and reporting on Final Grades and academic outcomes to ensure grade release is on time	Registrar & Dean
		Provide analysis and reporting on teaching and examinations related data	Registrar
		Develop relationship with key internal staff including Student Services Manager, Academic Dean, Admissions Manager and Program Managers	Not Applicable
		Provide senior administrative support as required by the Registrar	Academic Support Services Officer
	Governance, Quality & Compliance		
		Assist with the preparation of governance documents for the Institute's academic governance committees, such as the Board of Examiners Grading Ratification Committee and Appeals Committee, and Teaching and Learning Committee	Academic Support Services Officer & Registrar
		Assist with the updating and review of policies and procedures	Academic Support Services Officer
		Assist with quality audits	Academic Support Services Officer

		Provide and manage secretariat support for academic governance committees as required	Academic Support Services Officer & Registrar

Role	Critical Dependency	Description	Continuity Measures
Student Services Manager			
	Key Responsibilities:		
		Manage the Student Services team to ensure students have a positive experience throughout their life cycle, from the point of enrolment through to graduation and including alumni management	Can be done by the Team Leader with the help of the CEO or designate
		Deliver efficient administration and provide pastoral care that supports student learning	CEO or designate, TL will not be able to manage this.
		Ensure quality customer service to internal and external stakeholders	The Team Leader should be able to service internal stakeholders, CEO or designate can manage external stakeholders
		Further develop systems and processes to ensure efficient administration of student engagement and support activities	Can be done by the Team Leader with the help of the CEO or designate
		Contribute to and implement the student retention and engagement strategy	CEO or designate, TL will not be able to manage this.
		Ensure set targets for student satisfaction and response times via Helpscout email are achieved	Can be done by the Team Leader with the help of the CEO or designate
		Co-ordinate with the Registrar in relation to timetabling and student study plans	Can be done by the Team Leader with the help of the CEO or designate
		Attend, support and participate in graduation, expos and open days.	Can be done by the Team Leader with the help of the CEO or designate
		Supervise student services staff.	CEO or designate, TL will not be able to manage this.
		Deliver and develop efficient administration systems in relation to all Student Services processes	Can be done by the Team Leader with the help of the CEO or designate
		Supervise the Student Orientation Program preparation and the registration of new students during each orientation/enrolment period.	Can be done by the Team Leader with the help of the CEO or designate
		Day to day operations of Student Services	Can be done by the Team Leader with the help of the CEO or designate

People Management:	Manage campus facilities	Can be done by the Team Leader with the help of the CEO or designate
	Manage the Student Services team including task management, workloads, performance review against agreed targets.	Can be done by the Team Leader. Performance review will need to be done bythe CEO or designate
	Mentor direct reports and manage their professional development	CEO or designate, TL will not be able to manage this.
	Implement a continuous improvement and training strategy for all student services staff.	CEO or designate, TL will not be able to manage this.