

## POSITION DESCRIPTION

<b>Position Title</b>	Manager, HR Business Partner		
<b>Organisational Unit</b>	Human Resources		
<b>Functional Unit</b>	HR Business Partnering		
<b>Nominated Supervisor</b>	Associate Director, HR Business Partnering		
<b>Higher Education Worker (HEW) Level</b>	HEW 9	<b>Campus/Location</b>	Multiple
<b>CDF Achievement Level</b>	1 All Staff	<b>Work Area Position Code</b>	
<b>Employment Type</b>	1 FTE	<b>Date reviewed</b>	February 2018

## ABOUT AUSTRALIAN CATHOLIC UNIVERSITY

*Our Mission: Within the Catholic intellectual tradition and acting in Truth and Love, Australian Catholic University is committed to the pursuit of knowledge, the dignity of the human person and the common good.*

At ACU we pride ourselves on offering a welcoming environment for everyone. At the same time, we are a university committed to standing for something clear. We stand up for people in need and causes that matter. ACU's Mission is central to the University, and informs every area – integrating the dignity of the human person, the common good, and ethical and social justice considerations into our core activities of student learning and teaching, research and service.

We are a publicly-funded university which has grown rapidly over the past few years. We're young, but we are making our mark: ranking among the top universities worldwide. We have got seven campuses around Australia, more than 200 partner universities on six continents, and a campus in Rome, Italy.

We know that our people make us a university like no other. It's your values, action and passion that makes the difference. Whatever role you may play in our organisation: it's what you do that defines who we are.

We value staff, offering excellent leave and employment conditions, and foster work environments where they have the ability grow and develop. We continue to invest in our facilities and workplaces, and actively involve staff in shaping the future direction of the organisation.

In order to be agents of change in the world, we all need to see life through the eyes of others. We believe that our role as a university is to inspire and equip people to make a difference – and that means cultivating their ability to act and think empathetically.

We hope that you might champion these values, and work with us to create a place of learning that is not only the envy of the world, but the making of it.

The structure to support the University consists of:

- Provost
- Chief Operating Officer & Deputy Vice-Chancellor
- Deputy Vice-Chancellor, Research
- Deputy Vice-Chancellor, Students, Learning and Teaching
- Vice President
- Pro Vice-Chancellor Assisting the Vice-Chancellor and President

Each portfolio consists of a number of Faculties, Research Institutes or Directorates. The Vice President drives both the Identity and the Mission of the University. In addition, five Associate Vice-Chancellors and Campus Deans focus on the University's local presence and development of the University at the local 'campus' level.

## ABOUT THE HUMAN RESOURCES DIRECTORATE

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The Human Resources Directorate offers professional services and initiatives at a national and local level to support the strategic objectives of the University. Human Resources is guided by the Strategic Plan, the Workforce Framework and all people management enabling Frameworks, which sets clear organisational expectations on workplace culture, workforce profiling and workforce involvement.

The Human Resources Directorate provides the frameworks, including development, analysis, programs and interventions to support all levels of management achieve organisational outcomes. To achieve this, Human Resources takes a business focus and partnership role in strategic and change matters. Further, it is expected that HR will provide effective support and advice to staff through a range of mechanisms that include effective business processes, effective HR Systems, effective management of employment arrangements and records, effective and timely management of remuneration matters.

## ABOUT HR BUSINESS PARTNERING

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HR Business Partnering led by the Associate Director is responsible for the delivery for HR services that support the staff experience from the commencement of employment to separation from the University, and is the core service interface of Human Resources with the organisation.

HR Business Partnering include four HR Business Partnering teams, a Capability and Development team as well as Recruitment and Superannuation and Salary Packaging specialists.

The HR Business Partnering teams provide generalist support in response to the range of needs of the Executive Staff, Staff, and support to people management processes. There are four HR Business Partnering teams and they work to identified client groups. The HR Business Partnering teams are generalist HR practitioners who work with specialist HR units in the delivery of HR services. Specialist Recruitment, and, Superannuation and Salary Packaging roles support the HR Business Partnering teams with service delivery.

The Capabilities and Development team delivers a comprehensive organisational professional development program aligned to organisational Frameworks including, ACU Staff Code of Conduct, Capability Development Framework, Academic Performance Matrix and Evidence, ACU Service Principles. These support organisational and individual capability building.

HR Business Partnering are responsive to all staff queries, identify issues and trends and recommend intervention; initiate people management processes to the line and monitor progress; provide people management advice, coaching and guidance service to line managers and supervisors; support change management; support case management.

## POSITION PURPOSE

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The Manager, HR Business Partner is responsible for the effective delivery of HR services for designated client groups, working to foster effective and collaborative relationships that enhance the client experience through the provision of relevant, accurate and timely HR service and support. Each Manager, HR Business Partner position is aligned to the University structure and acts as a key contact point for members of the executive providing strategic and operational advice on the range of HR services being delivered to the organisation.

The role plays a significant change support role and bridges strategy to implementation. The role can be described as fulfilling a significant two-way communication role for HR and enables HR to build relevant and integrated business unit strategies that assist organisational areas to achieve identified outcomes.

The position works collaboratively within the HR Business Partnering teams, coaching and mentoring staff within the team and sharing relevant information to support the provision of quality HR service and support.

## POSITION RESPONSIBILITIES

### Introduction

A number of frameworks and standards express the University's expectations of the conduct, capability, participation and contribution of staff. These are listed below:

- ACU Strategic Plan 2015-2020
- Catholic Identity and Mission
- ACU Capability Development Framework
- Higher Education Standards Framework
- ACU Service Principles
- ACU Staff Enterprise Agreement including provisions in relation to Performance Excellence

The Capability Development Framework in particular is important in understanding the core competencies needed in all ACU staff to achieve the University's strategy and supports its mission.

### Key responsibilities

Key responsibilities specific to this position	Relevant Core Competences ( <u>Capability Development Framework</u> )	Scope of contribution to the University			
		Within the work unit or team	School or Campus	Faculty or Directorate	Across the University
Provides the highest standard of business partnership for members of the executive / senior executive. Listening, identifying the issue and developing quality responses aligned to workforce and organisational needs.	<ul style="list-style-type: none"> <li>• Deliver Stakeholder Centric Service</li> <li>• Be Responsible and Accountable for Achieving Excellence</li> </ul>				✓
Provides oversight to the HR Business partnering Team to promote the efficient delivery a range of end to end people management processes for identified client groups. Engage with the HR Business Partnering team including specialist functions of Capabilities and Development, Superannuation and Salary Packaging and Recruitment Partnering to promote a seamless and consistent experience for leaders, supervisors and staff.	<ul style="list-style-type: none"> <li>• Deliver Stakeholder Centric Service</li> <li>• Be Responsible and Accountable for Achieving Excellence</li> </ul>				✓
Understand the University's workforce profile and that of client groups to identify workforce trends and/or issues and to develop strategies to minimise risk and support client objectives and the achievement of University strategic goals.	<ul style="list-style-type: none"> <li>• Deliver Stakeholder Centric Service</li> <li>• Be Responsible and Accountable for Achieving Excellence</li> </ul>				✓

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Support the Change Lead in the management of change processes utilising the Framework for Leading and Managing Change. This is through timely and quality advice to support the Change Lead manage end to end change efforts and working across HR to ensure change is implemented effectively within workforce systems.	<ul style="list-style-type: none"> <li>• Deliver Stakeholder Centric Service</li> <li>• Adapt and Lead Change</li> </ul>				✓
Act as a client advocate and a champion of business process automation with respect to workforce systems advancements.	<ul style="list-style-type: none"> <li>• Make informed Decisions</li> <li>• Deliver Stakeholder Centric Service</li> <li>• Apply Commercial Acumen</li> </ul>				✓
Identify and drive effective communication and sharing of best practice across HR functions to facilitate continuous improvement. Share contextual information with HR Business Partner groups to develop team effectiveness and team/individual development to support the development of relevant workforce solutions and assist in the prioritisation of work.	<ul style="list-style-type: none"> <li>• Communicate with Impact</li> <li>• Coach and Develop</li> </ul>			✓	
Facilitate and participate in organisational development initiatives which may including induction of new staff, information sessions and training. Assist in supporting the induction of senior management and Executive staff.	<ul style="list-style-type: none"> <li>• Communicate with Impact</li> <li>• Coach and Develop</li> </ul>			✓	
Develop a full understanding of HR functional units to leverage resources and information to best support client outcomes through working collaboratively and communicating effectively.	<ul style="list-style-type: none"> <li>• Deliver Stakeholder Centric Service</li> <li>• Communicate with Impact</li> </ul>			✓	
Represent the Directorate and/or University on relevant committees and working parties and in other relevant external forums. Share learnings with the HR Business Partnering team to build organisational knowledge which supports service delivery.	<ul style="list-style-type: none"> <li>• Communicate with Impact</li> <li>• Deliver Stakeholder Centric Service</li> </ul>				✓

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		Within the work unit or team	School or Campus	Faculty or Directorate	Across the University
<p>Work with the Standards and Reporting team to: update and manage the delivery of the HR Service Catalogue and relevant standards and receive feedback on performance against service measures; and, to inform and test the design of improved people management processes.</p> <p>Act as an escalation point to support the timely resolution of service requests managed through the Service Management System.</p> <p>Provide oversight and actively communicate with clients to manage expectations.</p>	<ul style="list-style-type: none"> <li>Communicate with Impact</li> <li>Deliver Stakeholder Centric Service</li> </ul>				✓
<p>Prepare a range of strategic HR documents including reports, discussion papers, business cases, reviews and recommendations for both internal and external use. These provide structure to business partner meetings with members of the Executive.</p>	<ul style="list-style-type: none"> <li>Communicate with Impact</li> <li>Deliver Stakeholder Centric Service</li> </ul>				✓
<p>Manage complex employment relations issues and act as a point of escalation for HR Business Partners seeking expert advice from Employment Relations and Safety unit as needed.</p>	<ul style="list-style-type: none"> <li>Deliver Stakeholder Centric Service Be Responsible and Accountable for Achieving Excellence</li> </ul>				✓

## HOW THE ROLE OPERATES

### Key Challenges and Problem Solving

- Influence the decisions or actions of others without the authority to impose an outcome.
- Act as the senior HR representative on a campus in circumstances of critical incident management, or, difficult people management intervention.
- Act as the support to the Senior Executive/Executive in complex/sensitive/difficult people management processes.
- Develop a range of approaches to discuss and/or influence management action on people management matters.
- Support effective organisational change through Change Leads of business units.
- Prioritise deadlines, service level arrangements, resourcing and obtain consensus from multiple stakeholders.
- Maintain the broadest knowledge currency on the changing strategic and operational business drivers, and, HR issues and legislation.
- Support and encourage clients to adapt to transformed business processes.
- Service provision in a high volume, fast paced environment with competing priorities and limited time availability of Senior Executive/Executive staff.
- Manage expectations of people management processes that are complex, multi-dimensional, take time to resolve and have an impact on the organisational area.

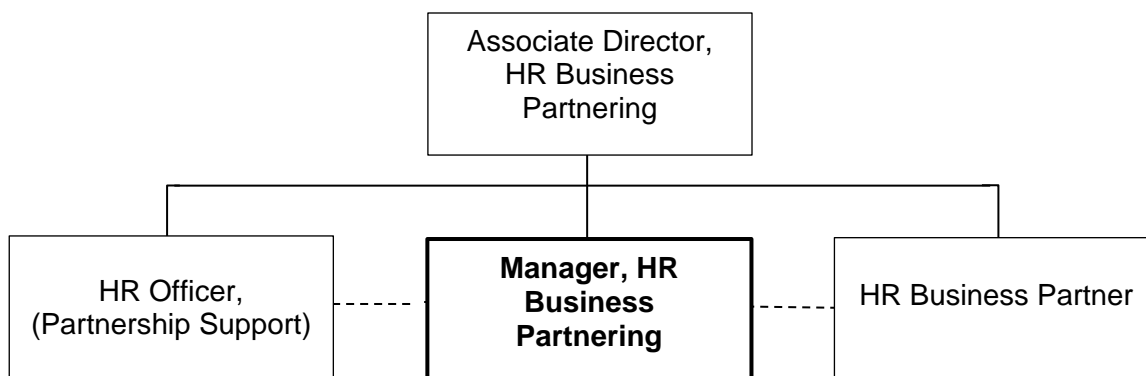
## Decision Making / Authority to Act

- Advice to Senior Executive/Executive on the management of a complex people management process and/or escalated case or complaint.
- Guidance to members of the HR Partnering Team on responding to a query when escalated.
- Policy interpretation and application.
- Position evaluation in line with the University's position evaluation methods.
- The position holder makes expenditure decision within approved financial delegation.

## Communication / Working Relationships

- The position holder's key relationship is to the Senior Executive/Executive staff member with respect to workplace culture, workforce profiling and workplace involvement.
- The position holder is a key contact and member of a location based incident response team in circumstances of critical incident.
- The position holder works across a team of other Manager HR Business Partners to discuss and coordinate high quality HR services and to enable and ensure consistency of HR Service and the development of good practice by practitioners.
- The position holder works within a small team consisting of HR Business Partner and HR Officer (Partnership Support) to achieve work objectives, service deliverables and service standards to client groups.
- The position holder liaises with managers and staff of other functional units within HR to collaborate on implementing HR strategies, policies and deliver integrated services to clients.
- The position holder liaises with internal and external stakeholders to give and receive information for use in facilitating HR solutions.
- The position holder will be required to communicate with individuals at all levels within the University and relevant external organisations to coordinate joint initiatives.

## Reporting Relationships



For further information about structure of the University refer to the [organisation chart](#).

## SELECTION CRITERIA, QUALIFICATIONS AND CAPABILITY OF THE POSITION HOLDER

Qualifications, skills, knowledge and experience	
1.	Relevant degree, preferably at postgraduate level, and extensive relevant experience, or an equivalent level of knowledge gained through any combination of education, training and/or experience.
2.	Highly developed interpersonal, relationship management and customer service skills in order to liaise, consult, negotiate and influence a wide range of people at all levels within the organisation.
3.	Substantial business acumen and ability to identify new ways for HR to support business strategy.
4.	Experience in managing change supported by sound facilitation skills.
5.	Significant knowledge of HR people management practice, policies and processes and an awareness of issues and factors affecting the Australian higher education sector.

### Core Competencies (as per the Capability Development Framework)

6.	Demonstrate confidence and courage in achieving ACU's Mission, Vision and Values by connecting the purpose of one's work to ACU's Mission, Vision and Values.
7.	Demonstrated commitment to delivering stakeholder centric service and keeping stakeholder interests at the core of business decisions to maintain service excellence. See the <a href="#">ACU Service Principles</a> .
8.	Demonstrated ability to adopt an organisational wide point of view and make informed, evidence-based decisions to achieve high quality outcomes for the organisation and seize opportunities that improve organisational viability
9.	Demonstrated ability to manage and organise processes, projects and systems to maximise work efficiencies and work effectiveness in a high-pressure environment.
10.	Demonstrated ability to coach and develop self and others through setting clear expectations, managing performance and developing required capabilities to establish a culture of learning and improvement.

### Other attributes

11.	Demonstrated commitment to cultural diversity and ethical practice principles and demonstrated knowledge of equal employment opportunity and workplace health and safety, appropriate to the level of the appointment.
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