

Position Description

Title	Head of People & Culture
Business unit	People & Culture
Location	130 Lonsdale St Melbourne (or another Uniting site by agreement)
Employment type	Full Time
Reports to	General Manager People, Quality & Strategy

About Uniting

Uniting Vic.Tas is the community services organisation of the Uniting Church. We've been supporting people and families for over 100 years. We work alongside people of all ages in local communities in Victoria and Tasmania. Our services reach to Albury-Wodonga in the north, Mallacoota in East Gippsland, the Wimmera region in the west, and across Tasmania.

We empower children, young people and families to learn and thrive. We're there for people experiencing homelessness, drug and alcohol addiction or mental illness. We support people with disability to live the life they choose. We assist older people to maintain their independence and enjoy life. We provide opportunities to access training and meaningful employment. We're proud to welcome and support asylum seekers to our community. We work to empower people with the information, skills and tools they need to live a healthy, happy life.

As an organisation, we work in solidarity with Aboriginal and Torres Strait Islander people as Australia's First Peoples and as the traditional owners and custodians of this land.

We celebrate diversity and value the lived experience of people of every ethnicity, faith, age, disability, culture, language, gender identity, sex and sexual orientation. We welcome lesbian, gay, bisexual, transgender, gender diverse and non-binary, intersex, and queer (LGBTIQ+) people at our services. We pledge to provide inclusive and non-discriminatory services.

Our purpose: To inspire people, enliven communities and confront injustice

Our values: We are imaginative, respectful, compassionate and bold

1. Position purpose

The purpose of the Head of People & Culture (P&C) is to shape the future of the organisation by providing strategic, tactical, and transformative leadership within the executive leadership team.

The Head of P&C will lead the full spectrum of P&C functions ensuring seamless and impactful support throughout the entire employee lifecycle offering expert advice in all elements of P&C including workforce experience, industrial relations, generalist P&C, talent, recruitment, learning & development, and people reporting.

The Head of P&C will lead the P&C function to foster a culture of excellence through business partnering with leaders across Uniting to empower them to achieve the organisations strategic objectives.

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2. Scope

Budget:

TBC

People:

Direct reports – 4:

- Senior Manager – P&C Partnerships
- Senior Manager – Talent & People Services
- Senior Manager – Workplace Relations
- Senior Manager – Workforce Experience

Indirect reports ~ 26

3. Relationships

Internal

- People, Quality & Strategy leadership and broader team
- Senior Management Group (SMG), and specifically – direct support for the CEO
- People Leaders – from Senior Leadership Team to Frontline leaders
- Key stakeholders involved in development and implementation of the Human Capital Management (HCM) system

External

- Legal services
 - Uniting affiliated organisations
 - P&C system providers/vendors
 - Leading HRM bodies such as the Australian Human Resources Institute and the Workplace Gender Equality Agency
 - Fair Work Commission, Unions, Human Rights Commission
 - Mercer
 - Key networking groups such as the NFP P&C Leader Group and the Uniting National Community of Practice
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4. Key responsibility areas

Strategic

- **P&C Strategy:** Contribute to the development of Uniting's strategic plan, and develop and maintain the strategic P&C plan including the complimentary operational, resource management and learning and development components.
- **P&C Operating Model:** Lead the continuous evolution and optimisation of the P&C service delivery model to ensure a modern, responsive, and high-impact P&C function that supports the entire workforce lifecycle.
- **HCM Leadership & Implementation:** Lead the P&C function in the successful implementation and optimisation of the organisation's HCM ensuring effective integration and enhanced service delivery through data and systems.
- **Data-Driven Decision Making:** Lead the provision of strategic workforce data and analysis to monitor trends and key performance indicators to provide actionable insights that inform decision-making, ensuring alignment with strategic objectives and long-term goals.

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Service Delivery

- **Talent & Recruitment:** Develop and implement strategic talent acquisition and talent management plans to ensure the attraction, recruitment, and retention of high-potential talent to meet current and future workforce needs.
- **Onboarding & Compliance:** Oversee robust onboarding processes, ensuring all workforce compliance requirements are met, including the appropriate levels of safety screening, mandatory training, and timely certification renewals.
- **Business Partnering:** Lead by example and serve as a trusted advisor to your customer group, proactively partnering to anticipate workforce needs, provide expert guidance on all people-related matters, and deliver comprehensive P&C support as the first point of contact.
- **Workplace Relations:** Lead the provision of expert advice on employment and industrial relations matters, including navigating complex legal frameworks, managing employee relations issues, and overseeing workplace investigations with a solutions-oriented approach.
- **Remuneration & Benefits:** Lead the strategic improvement of the Uniting Remuneration Framework ensuring fair, equitable, and competitive remuneration practices that align with industry standards, external market, and organisational objectives.
- **Workforce Experience & Engagement:** Foster an engaged, inclusive, and valued workforce, enhancing the employee experience across all levels of the organisation.
- **Learning & Development:** Lead the development of a learning culture by creating strategies for continuous employee development, including leadership programs, upskilling initiatives, and talent development pathways that align with the organisation's long-term goals.

Optimisation

- **Risk Management & Process Improvement:** Identify and mitigate organizational risks, compliance gaps, and inefficiencies in P&C processes. Implement proactive solutions and process improvements to streamline operations and drive organisational effectiveness, efficiency, and achievement of agreed results.
- **Policy & Compliance Management:** Regularly review, update, and enhance P&C policies, procedures, and templates to meet both organizational and regulatory requirements, ensuring compliance and operational excellence.
- **P&C Leadership Team Development:** Cultivate a high-performing and cohesive P&C leadership team, fostering a collaborative, forward-thinking culture that drives excellence in service delivery and strategic support across the organisation.

People and teams

- Establish, lead, coach and inspire an engaged and productive team
- Lead the team in effective practices and process governance
- Provide support, guidance, coaching, leadership, and empowerment to the team including feedback through performance reviews and regular supervision.
- Undertake regular supervision and performance review with P&C line managers, providing feedback to promote collaborative working relationships
- Promote and maintain a positive, respectful and enthusiastic work environment
- Provide authentic team leadership and the highest level of professional conduct in alignment with Uniting's values.

Legal requirements & risk management

- Ensure all legal, funder and statutory requirements pertaining to the position are met including serious incidents, reportable conduct, and mandatory reporting (child safety)
- Foster a culture where risks are identified and appropriately managed
- Report areas of serious risk to next level supervisor and work together to mitigate those risks.

Personal accountability

- Compliance with Uniting's values, code of conduct, policies and procedures and relevant government legislation and standards where relevant.
- Cooperate with strategies to actively ensure the safety, protection and well-being of children who come into association with us.
- Ensure appropriate use of resources.

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- Work collaboratively with Uniting (Victoria Tasmania) employees and external stakeholders in accordance with Uniting's values and professional standards of behaviour.
- Actively participate in initiatives to maintain, build upon and promote a positive and collaborative workplace.
- Identify opportunities to integrate and work collaboratively across teams.
- Take reasonable care for your own health and safety, and health and safety of others (to the extent required).
- Promote a positive safety culture by contributing to health and safety consultation and communication.
- Promptly respond to and report health and safety hazards, incidents and near misses to line management
- Attend mandatory training sessions (i.e. equal employment opportunity, health, and safety) and mandatory training specific to position.
- Declare anything that you become aware of through the course of your engagement which may impede your suitability to work with children and/or young people.
- Declare any potential or actual conflict of interest that you become aware of through the course of your engagement:
 - Based on a relationship with a current member of Uniting's workforce
 - Based on my ongoing work with another organisation

5. Performance indicators

- **Workforce Engagement and Wellbeing:** Year-on-year improvements across workforce engagement and wellbeing measured through various workforce experience activities (engagement survey, listening framework, psychosocial survey, etc.) and retention rates.
- **HCM Implementation:** Demonstrated effective and proactive Subject Matter Expert (SME) representation on the HCM project, ensuring the system's successful implementation within P&C and meeting project timelines.
- **Business Partnering:** Provision of proactive, strategic, and value-adding P&C business partnering advice and coaching, measured by customer satisfaction, internal surveys, and improved leadership capability across the organization.
- **Workplace Relations:** Delivery of a proactive and cost-effective workplace relations strategy, measured by reductions in legal settlement costs, and successful resolution of employee relations cases without escalation.
- **Onboarding:** Enhancing onboarding and induction programs and activities evidenced by year-on-year increases in entry survey scores and participation.
- **Financial:** Effective P&C budget management ensuring financial optimisation to achieve agreed strategic P&C initiatives.
- **People Reporting:** Timely and accurate delivery of people reports that meet and or exceed reporting requirements for external bodies (e.g., WGEA, Mercer, DHHS, Audits, etc.), measured by customer satisfaction, audit outcomes and deadline compliance.
- **Workforce Metrics:** Development and achievement of key workforce metrics, targets and benchmarks including reducing time-to-hire, improving retention, reducing investigation times, reducing people costs, improving wellbeing, and other key people metrics.

6. Person specification

Qualifications

- Relevant tertiary qualification and or post graduate qualifications with a HRM focus.

Essential Experience

- Strong leader of leaders, with proven ability to build an effective P&C leadership team and function.

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- Expert business partnering skills with proven ability to provide expert generalist HR advice, coaching and support to executive and senior leaders to meet organisational objectives.
- Leadership experience in the implementation of an HCM and/or Payroll system.
- Sound working ER / IR knowledge including modern awards, employment legislation, and industrial regulations and procedures.
- Proven capability with the creation and implementation of P&C policies, procedures, and guidelines
- Ability to manage complex issues and grievances, with demonstrable experience that illustrates the ability to be innovative when managing individual circumstances.
- Experience gained in complex, matrixed organisational structure including multi-site and multi-division / business
- Project Management capabilities and approach to deliverables.
- Strong written communication skills, adept at writing and creating organisational reports for senior audiences.
- Ability and comfort flexing between strategic thinking/planning and 'hands on' tactical delivery.
- Advanced interpersonal, communication and influencing skills, with ability to develop trusted relationships across all levels of an organisation and to engage and gain commitment to ideas and action.
- Proactive and collaborative approach with strong customer centric orientation - measures success through the lens of high-level service provision

Core selection criteria

- **Strategic and leadership approach:** High level leadership and management capability, with an ability to develop, articulate and deliver strategic plans, align teams and provide effective people management.
- **Generalist background:** Proven experience across a broad spectrum of people & culture elements that forms a solid generalist foundation to lead a diverse decentralised P&C function.
- **Change Management:** Good knowledge of contemporary project and change management models and methodologies and demonstrated experience in leading large scale and successful change programs or projects.
- **Dealing with complexity:** holds a curious mindset that provides an ability to operate in ambiguity, read the room, problem-solve, influence and negotiate
- **Executive contribution:** team oriented, collaborative approach with the ability to support and contribute to executive leadership at a strategic level.
- **Communication:** Highly developed written and oral communication skills; competently and confidently communicating.
- **Stakeholder Relationships:** proven ability to partner with and influence a broad range of leaders, teams, and senior executives during times of change and ambiguity.
- **Values alignment:** ability to demonstrate and authentically promote Uniting's values.

7. We are a child safe organisation

Uniting is a child safe organisation and is committed in everyday practice to ensure the safety and wellbeing of all children, at all times. As a child safe organisation, employment with Uniting is subject to a satisfactory national (and international where relevant) police check and relevant Working With Children Check (and NDIS Worker Screening Check where relevant) to your State prior to commencement of any paid or unpaid work and/or participation in any service or undertaking.

This position description is subject to review and may change in accordance with Uniting's operational, service and consumer requirements.

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8. Acknowledgement

I have read, understood, and accepted the above Position Description

Employee

Name:

Signature:

Date: