



HEAD OF PEOPLE & CULTURE

JOB & PERSON SPECIFICATION

JULY 2024

JOB DESCRIPTION & PERSON SPECIFICATION

Head of People & Culture



College Department	Executive
Position Title:	Head of People & Culture
Position Code:	JD SS HR01
Position Classification:	Ongoing Appointment

JOB DESCRIPTION

1. Summary of the broad purpose of the job in relation to the College's goals.

(Expected outcome and how it is achieved.)

The Head of People & Culture will support implementation of the College's strategy through the development of a positive work environment, strong organisational culture and aligned Human Resources practices embedded in efficient systems and processes. They will apply expert analytical capabilities to identify high level people and culture priorities, lead the development of significant projects and review the effectiveness of initiatives, practices and continuous improvement methodologies, striving for excellence and best practice in order to promote an organisational culture based on the College's mission, vision and values. This position provides expert advice to the Principal and Executive Team on people and culture matters, including staff wellbeing and performance at Cornerstone College.

This role will influence a College-wide commitment to quality, collaborative relationships and empowered staff by recognising the importance of individual contributions and analysing and evaluating data to make decisions that address current and future human capability needs.

The Head of People and Culture will ensure there are the right tools in place to promote a positive, high performing workplace culture, ensuring the ongoing development and support of staff as team members, leaders and emerging leaders.

2. Reporting / Working Relationships

(To whom the person reports, staff for whom the person is responsible and other significant connections and working relationships within the College.)

The Head of People & Culture reports directly to the Principal and is required to work collaboratively with the Executive Team on College strategies.

The Head of People & Culture will communicate with and provide support for Middle Leaders.

A critical aspect of the Head of People & Culture role is the development of good working relationships with all College staff.

3. Special Conditions

The Head of People & Culture is employed under the conditions specified in the contract of employment.

4. Extent of Authority

The Head of People & Culture is responsible for developing and executing people and culture strategy in support of the overall direction of the College under the direction of the Principal, specifically in the areas of integrated HR and people initiatives, including consistent operational plans, ways of working, systems and change initiatives to improve outcomes for stakeholders and to build a shared sense of direction and a culture of service and performance.

The Head of People & Culture is a member of the Executive Team.

There will be times when the Head of People & Culture will be required to offset the extensive responsibilities and workload demands of the Principal by undertaking additional leadership authority.

5. Statement of Key Outcomes & Associated Activities

(Grouped into the Key Result Areas (KRAs), and as major areas of responsibility and activity.)

The role of the Head of People & Culture encompasses activities within the following Key Result Areas (KRAs):

Strategy and Change Management	Industrial Relations
Staff Wellbeing & Culture	HR Information & Performance Systems
Support for Responsible Persons	

The responsibilities of the Head of People & Culture in each KRA include:

Strategy and Change Management

- Communicate and promote the mission, vision, strategy, policies and processes as they relate to people and culture throughout the College.
- Lead the people and culture function and ensure that people and HR policies, practices and programs are aligned and able to support the College's strategic and operational plans, including appropriate analysis to contribute to strategic thinking and direction.
- Exercise well-developed analytical skills to lead research and analysis of complex HR matters and prepare expert recommendations to address business risks and / or improvement opportunities.
- Deliver people and culture strategies in areas such as talent management, staff wellbeing, change management, organisational culture, industrial relations and people operations.
- Support and continually improve key processes that facilitate the College to recruit, select, induct and orientate, train, coach and manage the performance of staff.
- Drive a strong service culture while supporting the role of the responsible person and staff member.
- Develop and implement strategies to enhance management and leadership capability.
- Actively participate in planning and advice for organisational development and structures that maximise productivity.
- Accept ownership for accomplishing new and different projects and exploring opportunities to add value.

Industrial Relations

- Support leadership by providing industrial relations, employee relations, people management advice, counsel and decisions.
- Guide leadership and employer actions with research, leading the development, writing and updating of policies, procedures, methods and guidelines that align with College values.

Head of People & Culture

- Ensure that robust systems and processes exist to meet all statutory requirements and compliance matters from the initial engagement through to the ongoing contract management and development of teaching and non-teaching staff in a school context.
- Manage HR-related risks and legal matters to protect the organization.
- Oversee the management of Human Resource data integrity, ensuring all employee files and records, both digital and hard copy are maintained accurately in a format that can be accessed and interrogated as current data sets.
- Lead and manage processes and associated documentation in relation to employee grievances, complaints, conduct-related issues and consultation about change and dispute resolution.
- Accomplish special project results by identifying and clarifying issues and priorities, communicating and coordinating requirements, delivering tasks, evaluating milestones and options for courses of actions.
- Comply with commonwealth and state legal requirements by studying existing and new legislation; anticipating legislation change; enforcing adherence to requirements and advising leadership of necessary actions.
- Work with the Executive Team to develop assurance systems that reflect the College is compliant, efficient and effective with policies, procedures and guidelines in regard to people and culture, particularly in the areas of industrial relations, human resources, WHS and child safety, and ensure that these have currency ownership within the College including processes that facilitate cyclical review.
- Keep abreast of industry knowledge and trends by participating in educational opportunities, reading professional publications, maintaining professional networks and participate in professional organisations.

Staff Wellbeing & Culture

- Champion the College's ethos and culture, ensuring all stages of the employment journey is aligned to the College culture.
- Provide recommendations to the Principal and collaborate with the Executive Team on strategies and programs to develop a positive culture that is aligned to the College's values and expected behaviours and acknowledges the contribution of employees to the College.
- Implement initiatives to create a work environment that supports employees' physical and mental wellbeing.
- Promote open and effective communication between staff and leadership.
- Lead staff induction processes in conjunction with key roles, ensuring the staff orientation program aligns with strategic and operational plans, employee responsibilities, ensuring understanding of systems, policies, processes, behaviours and performance expectations in line with the Lutheran ethos and identity.
- Strive for a high level of staff engagement by conducting surveys to assess staff satisfaction, communicating the results of, and taking action based on, survey feedback.

HR Information & Performance Systems

- Achieve an integrated people and culture function which delivers high quality and effective services, underpinned by streamlined technology.
- Maintain an accurate organisational chart.
- Develop a robust College employee lifecycle framework that is supported by automation, data analytics and manager / employee accountability.
- Implement collaborative initiatives to identify development needs, improve staff performance, empower staff to take initiatives and enable self-evaluation of their performance against personal and business objectives.
- Lead the development of initiatives for growing leadership and management capability, talent planning and development, and achieving desired workplace culture to enhance the employee experience in alignment with a culture of high performance and growth.
- Develop mechanisms to assess employees against College values and acknowledge staff who consistently live the values.
- Review HR metrics and analytics to measure the effectiveness of HR programs and make data-driven recommendations to improve HR processes.

Support for Responsible Persons

- Develop resources and processes to support responsible persons to be confident and effective people leaders with a culture of accountability for the day-to-day control of their respective area of operations.
- Walk alongside responsible persons for all formal performance and behaviour management matters, ensuring all policies are followed and any concerns are addressed promptly and fairly.
- Support the Principal and Business Manager with the development and oversight of the College's Risk Management Framework.
- Any other reasonable duties as directed by the Principal.

PERSON SPECIFICATION

1. Educational / Vocational Qualifications

- Tertiary qualifications in Industrial Relations, Human Resources or a related field.

2. Personal Skills, Abilities & Aptitude

Skills

- Demonstrated effective skills in communication, administration, operations and planning.
- Conversant and experienced in using digital technologies and database management software
- Demonstrated ability to coach individuals and teams to support the managing of change.
- Superior organisational ability and demonstrated self-motivation in prioritising and managing multiple tasks.

Abilities

- High degree of personal and professional integrity while dealing with sensitive and confidential issues.
- Sound facilitation, mediation and conflict / dispute resolutions skills using the restorative practices model.
- Well-developed coaching skills.
- To achieve objectives of meeting specified Key Performance Indicator (KPI) targets.

Aptitude

- An excellent communicator, listener, and facilitator who can balance daily operational requirements with strategic leadership.
- A personal commitment to the College vision, mission and values underpinning the delivery of a Christian based education to students in the College community.
- Demonstrating Christian integrity in all things.
- Being a lateral thinker, proactive and prepared to undertake innovative process.

3. Experience

- Highly developed experience in a senior Industrial Relations and / or Human Resources role in context of a medium-sized entity.
- Experience and demonstrated outcomes of operating at a strategic level.
- Experience and demonstrated outcomes of supporting complex organisational change.

4. Knowledge

- Experience in maintaining databases.

- An understanding of HR software and its applications.

5. Classification Level

The position of Head of People & Culture is a salaried position.

6. Performance Standards & Review

An annual performance review is undertaken with the Principal that assesses ongoing capacity to meet the demands of the role, further skills training as required and the level of job satisfaction being obtained.

The basis of the performance review is utilising the Key Performance Indicators (KPIs) identified in Appendix A.

Regular reporting against operational planning to evidence progress towards strategic goals is a requirement.

7. Workplace Health & Safety

The objective of the *Work Health and Safety Act 2012* is to prevent a person's death, injury or illness caused by a workplace, by a relevant workplace area, by work activities, or by plant or substances for use at a workplace. To meet this objective, exposure to the risk of death, injury or illness must be prevented or minimised. To achieve this, the Act establishes a framework by imposing WHS obligations on certain persons who may affect the health and safety of others. Staff of Cornerstone College are accountable for the day to day control of their respective operations. In addition to the mandatory duties imposed by the statutory requirements, staff have specific duties within the College's Work Health and Safety Management System as part of a broader Risk Management Framework. The Executive Team has the major responsibility for establishing safety policies and procedures however, these must reach staff on the job.

APPROVAL

Job Description & Person Specification Approved

.....
(Principal (Print Name)

.....
(Signature)

Date:

Acknowledged by Person Selected

.....
(Print Name)

.....
(Signature)

Date:

PERFORMANCE MANAGEMENT

APPENDIX A

In relation to setting goals and managing performance, Key Performance Indicators (KPIs) are put in place within each Key Result Area (KRA) so that effort can be measured and performance recognised.

	Key Performance Indicator (KPI)
<p>Strategy and Change Management</p>	<p>Actively involved in demonstrating the Christian values of the College.</p> <p>Supports the strategic success of Cornerstone College through the design, delivery and implementation of the people and culture strategy.</p> <p>Plans, leads and supports the strategic and operational development of HR, in a manner that is consistent with the College strategies and plans, including identification of priorities and directions.</p> <p>Ensures cost-effective and timely delivery of HR programs and services.</p> <p>Operates with a high level of autonomy and evidences accountability for the content, accuracy, validity and quality of strategic advice.</p> <p>Provides leadership to actively foster an open, positive and inclusive workplace culture.</p> <p>Partners with the Executive Team to coordinate activities and ensure mutual needs are met.</p> <p>Identifies opportunities to integrate relevant people and culture data with other information including budgets and workplace matters to provide joined up information to inform decision making.</p> <p>Contributes to the strategic future of the College by attracting, engaging and retaining staff that contribute positively.</p> <p>Actively drives innovation, efficiency and cost reduction, aligned to people processes and initiatives.</p> <p>Collaborates with other areas (such as finance) to align HR priorities with other College goals.</p> <p>Establishes effective working relationships with key stakeholders.</p>
<p>Industrial Relations</p>	<p>Provides leadership in the development and implementation of policies and plans relating to people organisational capability and continued improvement.</p> <p>Ensures that the College HR activities comply with all relevant internal and external policies, procedures and reporting requirements.</p> <p>Ensures that staff performance is monitored, evaluated and managed by all responsible persons to enable individual and team professional growth and development, and that staff performance issues are addressed as required according to documented policies and procedures.</p> <p>Provides effective guidance and input on business unit restructures, workforce planning and succession planning.</p> <p>Provides appropriate guidance and support for matters relating to staff grievance, conflict or performance.</p> <p>Maintains confidentiality in HR matters and upholds high ethical standards.</p>
<p>Staff Wellbeing & Culture</p>	<p>Leads by example a responsive and respectful workplace culture that integrates the College's values.</p> <p>Ensures that staff understand what is required of them, have development plans in place and are provided with timely performance feedback.</p>

Head of People & Culture

	<p>HR initiatives are selected and implemented to support employee engagement and transform culture.</p> <p>Programs supporting staff well-being are selected and implemented, with evidence of effectiveness.</p> <p>Drives initiatives to promote a positive, inclusive and engaging workplace culture.</p> <p>Identifies opportunities for appropriate work life balance and flexibility to enhance a fair and equitable workplace.</p> <p>Fosters and implements a commitment to continuous improvement across the College.</p> <p>Implementation, monitoring and measurement of strategies to attract, develop and retain employees.</p> <p>Coordinates and continues to improve the employee onboarding and induction program and oversees the probation process, to create an exceptional new employee experience.</p> <p>Fosters a work environment that encourages employees to seek challenges and adopt innovative, creative and effective practices.</p> <p>Demonstrates and advocates an understanding of best practice in the management of people and clearly articulates processes and practices.</p>
<p>HR Information & Performance Systems</p>	<p>Ensures human resources policies, processes, systems and infrastructure are in place to support organisational capability and the capacity to grow in a changing environment, with consistency across the College.</p> <p>Implements collaborative initiatives to identify development needs, improve staff performance, empower staff to take initiatives and enable self-evaluation of their performance against personal and business objectives.</p> <p>Implements performance management systems that encourage continuous improvement.</p> <p>Evidence of best practice people management and performance management processes and tools, including succession planning and talent management.</p> <p>Identifies opportunities for reward and recognition processes and tools.</p> <p>Manages employee lifecycle and engagement systems, in conjunction with the Executive Team.</p> <p>Directs, facilitates and monitors the College-wide performance review process.</p> <p>Continually reviews, analyses and advises on issues relevant to the achievement of outstanding performance in the management of people.</p> <p>Acts as a consultant on issues related to staff performance or matters.</p>
<p>Support for Responsible Persons</p>	<p>Builds the Cornerstone culture and engagement through support for effective people leadership and management practices by supporting responsible persons in their role.</p> <p>Empowers responsible persons to take initiative by providing informative, helpful resources and training with a focus on individual accountability.</p>



HOW TO APPLY

Applications including a cover letter and CV should be addressed to Bernie Dyer and Andrew Reed. Please visit henderconsulting.com.au to apply.

For a confidential discussion, please call (08) 8100 8849.

Please Note

Your application will be automatically acknowledged by a return email.