

ROLE TITLE

General Manager – People, Learning & Culture

AREA

People, Learning & Culture

REPORTS TO

Chief Executive Officer (CEO)

OUR VISION
 A world where every person is welcomed

OUR PURPOSE
Working together to create possibilities for a great life 

OUR VALUES

- GENEROSITY**
 We give our hearts and minds in an effort to understand others
- INCLUSION**
 We celebrate diversity and seek to ensure everyone is valued and respected
- COURAGE**
 We are brave in our intent to be authentic and advocate for what is right
- CREATIVITY**
 We work together to find the yes, and encourage new ways of doing and thinking

PURPOSE OF THE SERVICE:

To create a culture that is inspired by purpose, ensuring that the organisation has a highly skilled, engaged and empowered workforce that responds effectively to the needs and objectives of the organisation and contributes towards creating a work environment where people are valued and supported in the work they do.



PURPOSE OF THE ROLE:

To lead and execute the People strategy to enable the organisation to achieve its strategic objectives. The role will:

- drive a values-based culture that is collaborative, person centred, agile and responsive to change.
- ensure that the organisation has well developed workforce strategies that are aligned with service goals and client needs.
- build competitive advantage through the development of strong talent, capability, diversity, engagement and culture programs and outcomes.
- develop the Employee Value Proposition to position Unisson as an employer of choice to attract, retain and develop highly capable people.
- Lead the development of best practice talent acquisition strategies delivering a great employee experience in line with Unisson’s values and strategic goals.

This role profile is to be read in conjunction with the employee’s Contract of Employment.

ORGANISATIONAL RESPONSIBILITIES:

- Ensure work performance, practice and the delivery of service is consistent with the:
 - National Standards for Disability Services
 - Disability Inclusion Act 2014
 - National Disability Insurance Scheme
 - NDIS Practice Standards
 - NDIS Code of Conduct
 - Unisson Disability's purpose and values, policies and procedures including the Code of Conduct.

WORK, HEALTH & SAFETY RESPONSIBILITIES:

- Take a leadership role in the design and implementation of safe systems of work.
- Respond to all incidents and injuries in accordance with Unisson Disability's procedures and practices.
- Take reasonable care for your own health and safety at the workplace by complying with the Work Health and Safety (WHS) Act 2012.
- Report and monitor safety processes in accordance with procedures.

ROLE SPECIFIC RESPONSIBILITIES:

Strategic Responsibilities:

- Contribute to the development of Unisson's overall strategic objectives
- Deliver Unisson's 3-year People Strategy ensuring alignment with organisational strategic initiatives, growth targets and the continually changing external business environment.
- Establish annual operational plans and performance targets to achieve strategic imperatives, reporting on performance on a quarterly basis.
- As a strategic business partner to the CEO and a key member of the Executive Leadership Team (ELT), provide leadership in establishing and maintaining a performance-based culture that is collaborative, accountable, agile and people centric.
- Attract, retain and develop a values based, highly skilled and committed workforce.
- Lead organisational development initiatives to support Unisson's ability to build an engaging culture and deliver exceptional employee experiences.
- Develop and deliver a strategic roadmap for workforce development including innovative talent acquisition and leadership capability programs.
- Influence Unisson's overall Employee Experience/Engagement by creating a compelling Employee Value Proposition (EVP).
- Lead continuous people capability development through the development of a robust Learning & Development Plan focused on enhancing professional competence.
- Build and lead high performing teams and implement efficient, effective systems to ensure excellent outcomes for our clients, continual improvement in service delivery and enhance employee experience.

Operational Responsibilities:

- Lead and drive the implementation and improvement of contemporary PL&C service models

that enable the organisation to be well positioned to thrive in changing internal and external environments.

- Ensure the effective planning, delivery and reporting of all aspects of PL&C Operations, including workforce planning, recruitment, onboarding, performance and succession planning, remuneration and benefits and recognition.
- Lead the development of strategic workforce data to monitor key workforce trends.
- Ensure compliance with all probity requirements, external legislation and regulatory standards, monitoring changes in legislation and public policy and shaping internal policies and procedures as required.
- Communicate a compelling purpose, vision and culture that generates excitement, enthusiasm, and commitment within the PL&C team.
- Collaborate effectively with executive and senior managers in the development of employee engagement action plans, ensuring that team members are actively involved in the process.
- Lead the annual remuneration review process, ensuring the design of appropriate reward and benefit strategies.
- Build diverse and high performing teams and encourage/ support/ enable ongoing development and learning.
- Provide advice and direction on complex and sensitive IR/ER and workforce matters, ensuring that employees are treated fairly and with respect at all times.

PROFESSIONAL RESPONSIBILITIES:

- Effectively manage the PL&C budget to achieve agreed financial targets.
- Participate in external networks and professional forums, developing and maintaining effective relationships with the disability sector, promoting Unisson's brand and reputation.
- Enable organisational effectiveness with workforce structures, managing change and influencing overall organisational culture.
- Reinforce a positive culture by role-modelling the values of the organisation in all interactions.

You may be required to perform other duties as necessary to fulfil the objectives of this position as outlined in the Role Specific Responsibilities.



SKILLS, ABILITIES & PERSONAL CHARACTERISTICS:

- Highly developed knowledge of contemporary human resources management, organisational development, and leadership practice.
- Well-developed people leadership capabilities, including the ability to influence, support and coach others.
- Strong commercial and financial acumen.
- Demonstrated ability to develop and implement workforce strategies.
- Demonstrated experience in creating an engaging culture and successfully leading organisational culture change initiatives.
- Ability to think innovatively and strategically on program/project and organisation-wide issues.
- Uphold personal and professional ethics and values, considering the values of the organisation and respecting the culture, beliefs of individuals – and taking appropriate action if ethics and values (of self or organisation) are compromised.
- Demonstrate highly effective interpersonal skills with the ability to build trusting relationships at all levels in the organisation and externally.
- Genuine drive to enable people with a disability to achieve what is important to them, with a focus on person-centeredness, strengths based, active support and celebrating diversity.
- Strong emotional intelligence, resilience, and personal drive.
- Ability to adapt and innovate to changing situations
- Total commitment to the achievement of Unisson's goals

QUALIFICATIONS:

- Relevant tertiary qualifications in HRM, OD or a related field.
- Minimum of 8 years' experience in executive and/or strategic leadership roles.
- Preferably experience in the disability or other community service(s) sector.
- A strong personal commitment in working in a for purpose organisation.

ROLE DIMENSIONS:

Direct Reports: 3-5


Financial Delegation/ Level of Authority:
\$15,000

Levels to Chief Executive Officer: -1



ROLE CAPABILITIES:

DIMENSIONS	CAPABILITY	COMPONENT
	<p>DEVELOPING VISION AND STRATEGY</p>	<p>DEVELOPING COMPANY VISION: to integrate market data and the organisational business plan in a coherent vision, mission and general policy, which will have a positive medium and long-term impact</p> <p>DEVELOPING STRATEGY: to develop an organisational strategy and a coherent strategic plan, in accordance with the mission and vision of the organisation and based on often incomplete and ambiguous information about a series of market variables</p>
	<p>BUSINESS UNDERSTANDING</p>	<p>DEFINING BUSINESS PARAMETERS: to define internal business parameters based on the vision and the company strategy in order to optimise all processes</p> <p>CROSS-FUNCTIONAL THINKING: to develop an ample understanding beyond the scope of the different departments and to assess and quantify the implications of decisions in other areas</p> <p>UNDERSTANDING BUSINESS ISSUES: to understand business parameters and developments in the market and external environment. To keep track of evolutions in order to stay ahead of the competition in developing the business</p>
	<p>ENTERPRISING</p>	<p>BUILDING UNISSON DISABILITY: to implement the strategy by developing the organisational politics, processes and the long-term goals and by reacting to changes in Unisson Disability's structure</p> <p>IDENTIFYING BUSINESS OPPORTUNITIES: to have an eye for business opportunities and possible threats; to understand them and to react to them. To react in a way that goes beyond the apparent possibilities</p> <p>SHOWING BUSINESS FOCUS: showing insight into the consequence of decisions for Unisson Disability and aiming to optimise the company's scorecard results. To perpetuate and expand the company's success</p>
	<p>VISIBLE LEADERSHIP</p>	<p>EMBODYING THE VISION: to inspire others on the long term based, on a vision. To spread and radiate the company's vision</p> <p>EMBODYING THE COMPANY VALUES: to inspire others on a long-term basis by emanating the company values</p> <p>ACTING AS A ROLE MODEL: to act as role model to others by setting an example in the organisation</p>
	<p>DIRECTING TEAMS</p>	<p>FACILITATING CO-OPERATION BETWEEN DEPARTMENTS: to guide department managers in achieving objectives through collaboration across multidisciplinary teams</p> <p>PROVIDING DIRECTION: to indicate the direction in which the organisation aims to develop. To steer multidisciplinary teams in that direction</p> <p>MAPPING COMPETENCIES: to assess competencies correctly, objectively and in a balanced way and to use them in the most effective way.</p>

DIMENSIONS	CAPABILITY	COMPONENT
	<p>RELATING</p>	<p>ASSOCIATING WITH PEERS: to proactively establish and maintain formal and informal contacts within the business, in order to stay up to date with the most recent developments and operating context of all areas of Unisson Disability.</p> <p>RELATING ACROSS LEVELS: to maintain trust-based relationships throughout the various organisational levels. To get along with people across all levels of Unisson Disability.</p> <p>BUILDING UP EXTERNAL RELATIONSHIPS: proactively building and maintaining formal and informal contacts with external stakeholders, customers, the wider community, official bodies and organisations</p>
	<p>COMMUNICATING WITH IMPACT</p>	<p>HAVING IMPACT: to make a good impression on all stakeholders, leveraging one's own credibility and expertise to convince a network of business partners of ideas and to encourage others to act</p> <p>NEGOTIATING: to achieve a strategic objective by using conclusive arguments, accepting realistic compromises and creating a win-win situation</p> <p>CONVINCING AN AUDIENCE: to react to the audience by adapting one's communication technique. To handle remarks and questions efficiently and to keep the attention focused</p>
	<p>ORGANISATIONAL STEWARDSHIP</p>	<p>SHOWING PERSONAL ACCOUNTABILITY: to show personal accountability for the achievement of the objectives; to accept shared and final responsibility towards Unisson Disability and the shareholders.</p> <p>MAINTAINING AWARENESS OF THE MARKET: to keep up to date with the organisation's market and to monitor the actions of the competition.</p> <p>MAINTAINING AWARENESS OF ORGANISATIONAL ISSUES: to stay aware of the organisational politics and objectives. To develop them, maintain them and adapt to any changes..</p>

