

POSITION DESCRIPTION

ORGANISATION INFORMATION

Position title	Senior Business Partner, People & Culture	Position type	Permanent ongoing Full time
Reports to	Chief Operating Officer	Hours per week	38 (1.0 FTE)
Team	People & Culture	Award classification	SCHADS Level 6
Direct reports	1	Budget	TBC
Date reviewed	July 2026	Out of Hours Working Requirement	Low

About Plan International Australia

Who we are. What we do.

We are the world's leading organisation dedicated to girls' equality.

We believe when we invest in girls, everything changes - their families, communities and entire nations rise. We tackle the root causes of inequality, support communities through crisis, and shift money, power and influence toward girls and the local organisations closest to them.

We are evolving. We are becoming a catalyst for change - mobilising evidence, influence and investment that strengthens those closest to the issues, rather than simply delivering programs ourselves. This is the world you will help us create.

What does it feel like to work here?

- You will get up each day knowing your work helps create justice and equality for girls.
- You'll feel part of a broader team - beyond just the people you work with every day - because we see that creating change for girls takes all of us, working as one interconnected organisation.
- You'll give and receive quality feedback and help build feedback loops across the organisation.
- You'll find strength in our diversity, inclusiveness and mutual respect.
- You're empowered to make decisions within your remit - consulting those with a stake, and escalating when high-risk or hard to reverse.

How you will bring your best to this role:

- You will demonstrate a deep commitment to equality, human rights and gender justice in all you do.
- You will challenge power dynamics and processes that are unjust.
- You will share power and seek out the strengths of colleagues, while holding clear accountability for your areas of responsibility. You will work beyond traditional team boundaries, enjoying collaboration and coaching over directing.
- You will embody self-awareness and the courage to be vulnerable.
- You will embrace using AI and technology responsibly and ethically to help us work smarter and deliver more for girls.
- You will look for ways to evolve our ways of working.
- You will demonstrate a deep commitment to child protection and safeguarding in all you do.

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How this role contributes to the strategy

We know that investing in girls is the most powerful investment the world can make - when girls rise, their families, communities and nations rise with them. Our strategy turns this belief into action through a simple but powerful cycle: when we build the evidence and influence that makes the case for investing in girls, we attract the resources that fund real impact - and that impact strengthens our evidence and influence in turn. Each part reinforces the others, and every role plays a part.

This role contributes by ensuring Plan International Australia has the people practices, capability and connected ways of working needed to deliver our strategy. As the senior partner to the COO and Executive on organisational development, the Senior Business Partner P&C designs and embeds the coaching, performance and collaboration practices that turn strategy into how we actually work day to day. The role owns organisation-wide people policy and provides expert advice on employment matters, while partnering with managers to build confident, capable leadership across the organisation.

By strengthening how our teams connect, how our people grow, and how we hold each other accountable to shared goals, this role frees colleagues across Plan International Australia to focus on the influence, investment and impact that changes girls' lives.

Key responsibilities and accountabilities

Coaching and manager capability

- Provide expert coaching to people managers across the organisation, building their confidence and capability to lead teams, hold accountability, have difficult conversations, and develop their people.
- Partner with the COO and Executive on senior leadership matters, offering trusted, discreet advice on team dynamics, capability and people risk.
- Coordinate external consultants engaged by the COO for leadership development and culture programs, ensuring they connect meaningfully with Plan International Australia's context and reinforce our ways of working.
- Support managers to apply feminist leadership principles in practice - shared power, care, clarity and accountability.

Performance review and development

- Own the design, implementation and continuous improvement of the organisation's performance review process, ensuring it is fair, useful, aligned to strategy and free of bias.
- Partner with managers to implement a clear shared performance management system which aligns with PIA's strategic goals. Support an uplift in the quality of performance conversations across the organisation, including goal setting, feedback and development planning.
- Advise on individual performance matters, including underperformance, coaching plans and formal processes, in collaboration with the COO where escalation is required.
- Ensure development pathways and learning opportunities are visible, equitable and connected to the capability the organisation needs.

New ways of working

- Design and embed the rhythms and practices that support connected, collaborative work across teams - including team cadences, cross-team convening, retrospectives and shared decision-making practices.
- Partner with managers to help teams adopt these ways of working, adapting practices to fit team context while holding organisational consistency.
- Diagnose where ways of working are breaking down and work with leaders to address root causes.
- Champion the responsible use of AI and digital tools to make collaboration and people practices simpler and more effective.

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Policy, employee relations and compliance

- Own the organisation's people policy framework, ensuring policies are current, clear, legally compliant, human-centred and consistent with our values.
- Provide expert advice on employee relations matters, including complex or sensitive cases, in collaboration with the COO.
- Interpret and advise on the SCHADS award, Fair Work Act, National Employment Standards and other employment legislation, keeping the Executive informed of changes and implications.
- Advise on classification, remuneration and position design matters, supporting Executive and manager decision-making.
- Ensure the organisation meets its industrial and compliance obligations across the employee lifecycle.

Leadership of the P&C function

- Lead and develop the Business Partner P&C, setting clear priorities and supporting their growth.
- Ensure operational people practices - recruitment, onboarding, lifecycle transitions, HRIS, records and offboarding - are delivered reliably through the Business Partner, drawing on additional support when demand requires it.
- Provide reporting and insights on people data to the COO, Executive and Board that inform decision-making.
- Steward the P&C operational budget.

Connections

Our strategy depends on connected ways of working - integrating effort across teams. No single team delivers our ambition alone.

This role holds the following connections, each essential to delivering our strategy:

- **Chief Operating Officer** – partnering on people strategy, employee relations, organisation design and culture direction.
- **Executive Team and senior leaders** – providing trusted coaching, advice and challenge on team, capability and people matters.
- **People managers across the organisation** – equipping them to lead confidently and consistently and holding shared accountability for team performance and wellbeing.
- **Business Partner P&C** – ensuring operational people practices are reliable, integrated with strategic work, and delivered with care.
- **Finance and Payroll** – ensuring people decisions flow accurately into remuneration, budgeting and reporting.
- **Technology, Data & AI** – partnering on HRIS, digital tools and the responsible use of AI in people practices.
- **Safeguarding Specialist** – ensuring safeguarding is embedded in recruitment, onboarding and people practices.

Ways of working

- Actively model connected, collaborative ways of working across teams.
- Hold and strengthen the key connections identified above.
- Share power and decision-making; seek out and build on the strengths of colleagues.
- Openness to using AI and new technology responsibly and ethically to further our mission by embracing tools that help us work smarter and deliver greater impact for girls.
- Model feminist leadership principles in behaviour and practice.
- Demonstrate commitment to shifting power and resources toward girls and local partners.

What you'll bring (key selection criteria)

Skills and experience

- Degree in Human Resources, Organisational Development or equivalent, and substantial experience in a senior HR or people partnering role.
- Deep working knowledge of the Fair Work Act, National Employment Standards and modern awards, with SCHADS award experience highly regarded.
- Proven experience coaching managers and senior leaders, with the credibility and judgment to challenge and support in equal measure.
- Demonstrated experience designing and running performance review and development processes that are fair, useful and aligned to strategy.
- Experience designing and embedding new ways of working, team rhythms or collaboration practices at an organisational level.
- Strong track record advising on complex employee relations matters with sound judgment and discretion.
- Experience owning a people policy framework, including drafting, consultation and implementation.
- Skilled at interpreting people data and translating it into insight for decision-makers.
- Experience leading or supervising others, and coordinating external consultants or specialist providers.

Connection and collaboration

- Demonstrated ability to work effectively across team boundaries and join up work between functions.
- Experience holding shared accountabilities and managing handoffs between teams.
- Skilled at building trusted relationships with executives, managers and staff at all levels.

Values and ways of working

- Demonstrated commitment to gender justice, feminist leadership and sharing power
- Willingness to work in connected, collaborative, non-hierarchical ways
- Adaptive mindset – comfort with change, ambiguity and evolving ways of working.
- Commitment to child protection and safeguarding.

How will you know it's going well? (key performance indicators)

Delivery

- Managers across the organisation are confident, capable and well-supported to lead their teams.
- Performance review and development practices are fair, consistently applied, and experienced as useful by staff and managers.
- Teams work in connected, collaborative ways, with clear rhythms for connection, accountability, decision-making and reflection.
- People policies are current, clear, compliant and applied consistently.
- Employee relations matters are handled with care, fairness and sound judgment, and organisational people risk is well-managed.
- Executive and Board have the people insight they need to make informed decisions.
- External consultants engaged for culture and leadership development deliver work that lands well and reinforces our ways of working.
- Clear accountability is held for areas of responsibility, with decisions made confidently and owned.

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Connections

- The key connections this role owns are working effectively - convened actively, kept productive, and delivering value to the strategy.
- This role reliably provides what others need to do their work - handoffs are clean, contributions are timely, and colleagues experience this role as a strong and generous connector.
- Connections this role contributes to are actively supported.

Ways of working

- Power is shared and the strengths of colleagues actively sought, balanced with clear accountability.
- Feminist leadership principles modelled and embedded.
- Organisational ways of working practices are completed and contributed to actively.
- Contribution to a connected, collaborative organisational culture.

Who you'll work with externally

External connections:

- Employment law advisers and specialist HR counsel.
- External coaches, facilitators and consultants (commissioned by the COO).
- HRIS and people system vendors.
- Employee Assistance Program provider.
- Sector networks and peer organisations in people and culture.

Safeguarding, Gender Equality and Inclusion

Safeguarding, gender equality, inclusion and anti-racism are central to who we are and how we work. We take seriously our responsibility to ensure that we, and anyone who represents us, does not harm, abuse or commit any act of violence against the people we work with - including children, young people, and all participants and partners. Upholding these standards is the responsibility of everyone at Plan International Australia.

Everyone is expected to:

- Demonstrate a commitment to safeguarding, gender equality, inclusion and anti-racism.
- Complete and maintain mandatory Safeguarding and GEI training.
- Apply our safeguarding and GEI policies, standards and values in their work.
- Contribute to a safe, equitable, inclusive and respectful culture.

Specific responsibilities for this role:

- Ensure safeguarding requirements are embedded in the organisation's recruitment, onboarding and people policies, and that every staff member, volunteer and contractor completes required checks and training before commencing.
- Advise managers and the Executive on the people dimensions of safeguarding matters, including conduct issues, in collaboration with the Safeguarding Specialist.
- Ensure gender-responsive, inclusive and anti-racist practice is applied across all people processes, policies and manager coaching.
- Model and hold others accountable for safeguarding and GEDSI standards in leadership behaviour.
- Maintain confidentiality and appropriate handling of highly sensitive personnel and organisational information at all times.

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Until we are all equal

Risk governance

Safeguarding Risk Level	High: – Access to highly sensitive organisational and personnel data; – Advises on conduct and employee relations matters	
Police Check Required	Yes ☒	No ☐
Working With Children Check Required	Yes ☒	No ☐
Global Anti-Terrorism Screening Required	Yes ☒	No ☐