Terms of Reference: Senior Manager People & Culture

Location	Port Moresby, Papua New Guinea
Duration	Full-time, fixed term contract to 31 December 2027
Supervisor / Manager	Deputy Team Leader
Performance Management and Reporting Framework	DFAT Adviser Performance Assessment and relevant program reporting framework

About the Australia-PNG Law and Justice Partnership (APLJ)

DT Global is engaged by the Australian Department of Foreign Affairs and Trade (DFAT) to manage Australia's investment in strengthening the delivery of law and justice services in Papua New Guinea for a 4-year period to 31 December 2027.

APLJ seeks to contribute to PNG's law and justice sector capacity to provide inclusive, safe, secure and accountable law and justice foundations for peaceful and prosperous communities, equitable economic development and private sector growth.

The program aligns with the Government of Papua New Guinea's (GoPNG) law and justice sector goal of 'building peaceful and prosperous communities together'. APLJ will focus on three End of Program Outcomes (EOPOs):

> **EOPO 1 – Community Safety and Access to Justice at the Local Level:** Communities in target locations, especially women, children, persons with disabilities, vulnerable people and those accused of sorcery, have improved access to selected justice and support services.
>
> **EOPO 2 – Law and Justice Services Supply:** Responsible law and justice sector agencies increasingly provide selected inclusive, responsive, and accountable essential law and justice services in target locations.
>
> **EOPO 3 – Leadership, Coordination and Accountability:** Responsible law and justice mechanisms demonstrate improved sectoral leadership and coordination of national and subnational law and justice services and improved sector integrity systems.

APLJ has a strong focus on addressing gender equality, disability equity and social inclusion (GEDSI): this includes continued and strengthened attention to Gender Based Violence[1] (GBV) and strengthened opportunities for women in leadership, as well as increased focus on the engagement of persons with a disability and other particularly marginalised populations.

The program will continue Australia's support to law and justice development in up to nine demonstration provinces across Papua New Guinea, including the Autonomous Region of Bougainville (ARoB).

Objectives of Role

APLJ has grown from a staffing size of approximately 40 personnel to a projected workforce of 80 staff within the span of two years. With this transition, the needs of the program have grown substantially to more effectively support staff. The Senior Manager People & Culture will provide an integrated, organisation-wide approach to supporting both locally engaged and international personnel.

The Senior Manager People & Culture (P&C) is responsible for providing strategic leadership, oversight and continuous improvement of people, culture and safeguarding functions across APLJ. Reporting to the Deputy

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[1] Gender Based Violence – this term includes Family Sexual Violence (FSV) and Sorcery Accusation Related Violence (SARV).

Team Leader and working with the Senior Management Team (SMT), the role will drive workforce, culture and safeguarding strategies that support effective program delivery while ensuring compliance with local legislation, DFAT requirements, DT Global policies and international standards.

The Senior Manager People & Culture will lead the People & Culture Team and will oversee the delivery of a range of people-focused HR strategies and initiatives and the effective delivery of People & Culture functions across the employee lifecycle including recruitment, talent acquisition, onboarding, payroll oversight, employee relations, capability building, performance management and offboarding.

The Senior Manager People & Culture plays a critical role in shaping organisational culture, workforce planning and ensuring people management contributes directly to the achievement of APLJs strategic objectives and operational requirements.

Roles and Responsibilities

Core technical role

Strategic People & Culture Leadership

- Provide leadership, oversight and continuous strengthening of the People & Culture functions across the Program
- Develop and implement people, organisational culture and safeguarding strategies aligned to program objectives, DT Global values and DFAT expectations
- Contribute to organisation design and workforce planning, capability building and people-related change management initiatives aligned with program delivery and evolving operational needs
- Contribute to effective program governance and risk management aligned to Australian and local legislative requirements

People & Culture Leadership

- Lead the People & Culture Team providing mentoring, coaching and professional growth opportunities
- Ensure P&C systems, policies, procedures and tools are fit-for-purpose, inclusive and accessible and culturally responsive, supporting a workplace in which diverse perspectives are respected and valued
- Oversee and drive timely and effective recruitment, onboarding and mobilisation of APLJ program personnel and technical advisory positions
- Support payroll and benefits administration, performance management, learning and development, succession planning, employee relations, remuneration and employee engagement and wellbeing.
- Provide strategic and operational advice to senior management on performance management, disciplinary processes and employment relations in line with DT Global policies, contractual requirements and applicable PNG labour legislation
- In collaboration with the Contractor Representative and DT Global People & Culture team, lead or support sensitive cases, complex work issues, risks and investigations where necessary
- Support managers in building leadership capability and contribute to implementation of learning, development and leadership initiatives including alignment with the Locally Led Development framework and strategy
- Provide advice and develop retention strategies that strengthen employee engagement, wellbeing, and inclusion
- Provide HR reporting as required to Senior Management Team on workforce trends, risks, issues and achievements related to People & Culture

Safeguarding Oversight

- Support the Safeguarding Coordinator to implement and ensure DFAT and DT Global child protection, PSEAH and broader safeguarding obligations are embedded within people management policies and practices

- Strengthen safeguarding capability among staff and support safeguarding incident management

Leadership and Collaboration

- Build and maintain strong collaborative relationships with Program stakeholders including Senior Management Team, people leaders, as well as corporate support functions
- Collaborate with the corporate People & Culture team and program management teams to ensure consistent implementation of policies and practices and actively contribute to system improvement and policy development.
- Undertake other reasonable duties as required

Cross cutting responsibilities

- Support and implement the application of GEDSI and social safeguard principles across the Program
- Support and implement the application of inclusion, gender equality, locally led development, climate resilience, Indigenous engagement, child protection, Preventing Sexual Exploitation, Abuse and Harassment (PSEAH) and Safeguarding
- Fulfillment of MERLA requirements as detailed in the MERL Plan including routine collection / provision of evidence, participation in and contribution to learning and reflection, analysis and reporting

Reporting Lines and Performance Management

The Senior Manager People & Culture will report to the Deputy Team Leader who will monitor performance and delivery of outputs in accordance with this TOR and the individual's approved workplan. The Senior Manager People & Culture will be subject to annual Performance Assessments and will be responsible for ensuring management of performance all members of her/his team.

Selection Criteria

Essential Experience and Knowledge

- Relevant tertiary qualification in Human Resource Management, Organisational Development, Business Management, International Development or a related discipline
- Minimum 10 years' experience in leading a human resources function, preferably on donor-funded international development programs and/or with complex organisations
- Demonstrated experience managing teams and supporting change management processes
- Demonstrated ability in HR policy and strategy development, workforce planning, employee relations, talent management and performance management functions
- Experience implementing safeguarding requirements in diverse operating environments
- Demonstrated experience working within an agile, adaptable business and managing HR activities in an adaptive and responsive manner
- Ability and willingness to work at a senior level and have operational responsibilities needed for working within a program environment
- Knowledge and/or experience of applying GEDSI, child protection, PSEAH and broader safeguarding principles
- Ability to interpret and operationalise local labour laws and other regulatory requirements

Personal attributes

- Proven ability to lead, coach, mentor and develop teams
- Demonstrated ability to communicate cross-culturally and with sensitivity, preferably with an understanding of PNG or Pacific development context
- Commitment to teamwork and engaging with all relevant stakeholders
- Ability to apply independent judgement and influence, develop consensus on difficult and controversial issues, balancing multiple stakeholder expectations and objectives
- Commitment to fostering inclusive, respectful and safe workplaces

About DT Global Asia Pacific

At DT Global Asia Pacific, we aim to positively impact people's lives through delivery excellence. As a leading implementing partner across Asia and the Pacific, we co-create locally led solutions in partnership with governments, communities, and stakeholders. We bring together talented teams and deep regional expertise to deliver initiatives that promote inclusive economic growth, essential services, and resilient, secure communities. With over 1,500 staff, experts in 22+ countries and more than 60 years of development experience, we tackle complex community, national and transnational challenges — from governance and justice systems to climate resilience, infrastructure and social equity — with innovative thinking and a commitment to long-term impact.

For more information, please see www.dt-global.com

Other Information

Amendments to the position's terms of reference may be made during the period of the engagement as required.

DT Global is deeply committed to safeguarding, which refers to how we keep people and the environment safe from harm. This includes children and vulnerable groups that we interact with as beneficiaries; partners who we collaborate with to deliver our programs; government stakeholders who we support; and importantly, our own personnel.

We take a zero-tolerance approach to sexual exploitation, abuse and harm of adults and children; fraud, corruption and bribery; modern slavery; and any form of exploitation across our operations, partnerships, and supply chains. We uphold the highest standards of integrity and expect the same of those we work with.

Engagement with DT Global is subject to formal background screening, criminal record checks, employment verification, and periodic compliance checks. All DT Global staff receive safety, compliance, safeguarding and integrity training, and we expect our personnel and partners to always act in alignment with our company values.