

## **Executive Director People and Culture**

### **The Organisation**

The Anglican Diocese of Newcastle (Newcastle Anglican) is the overarching body for some well-known Hunter and Central Coast organisations – Anglican Care, Samaritans, Newcastle Anglican Schools Corporation and Anglican parishes working primarily in the Hunter and Central Coast regions of New South Wales.

Newcastle Anglican is led by the Anglican Bishop of Newcastle. It employs over 2500 people and engages with over 10,000 people every week through its activities in many sectors and across all ages. With a combined budget of over \$225 million it works in aged and disability care, child development and protection, community development, education, and Christian ministry. It is a large property owner through a trustee organisation and operates a religious charitable development fund.

In October 2020, Newcastle Anglican focussed its operational governance in one board chaired by the Bishop and its operational leadership in a team of 7 executive directors led by the Diocesan Executive Officer. The change management process is well underway with a forecast program of works extending over the next 24 months period.

### **This position**

The Executive Director People and Culture (EDPC) is a role with strategic influence that is critical in championing and driving Newcastle Anglican's cultural and leadership transformation. Partnering with leaders across the organisation, the EDPC will lead, enable and facilitate People Leaders and employees to develop the skills and mindsets needed to deliver on our organisational strategy and support individual development needs.

The EDPC is responsible for the leadership of the People and Culture functions including leading strategic initiatives across the organisation, seeking opportunities to improve and develop coordinated people programs and resources and leading organisational development and change management. The role will develop, implement and drive a People Plan to ensure strategic objectives are met and Newcastle Anglican responds to present and future operational challenges in the complex human service sectors it serves. Key responsibilities include workforce and succession planning, organisational development, attraction and retention, employee relations and performance management, and return to work support.

## Our vision, values and core practices

### VISION

People flourishing because of what we do, and *what we do inspired by the way of Jesus.*

### VALUES

- **Compassion** - recognising, serving and supporting all who are suffering
- **Integrity** - promoting honesty and equity
- **Justice** - pursuing healthy communities and enabling the common good
- **Faith** - relating with God, and finding meaning and purpose
- **Courage** - engaging uncertainty and difficulty with dignity
- **Wisdom** - acquiring and applying knowledge and insight

### ASPIRATION

To be people's first choice of service, school, agency or church.

### CORE PRACTICES

- **Person Centred** - Placing the people we support and serve at the centre of work
- **Excellence** – meeting and exceeding community best-practice expectations
- **Inclusivity** - respecting, valuing and celebrating the distinct gifts and contribution of each person irrespective of ability, gender, sexuality, race, age, or association with the church
- **Safety** – assuring the people we support of their physical, psychological, social, spiritual and moral safety in our services and empowering them to make informed choice about the risks they will embrace.
- **Sustainability** - ensuring the financial viability and profitability of our operations to ensure our long-term commitment and support to this region

<b>Position Title:</b>	<b>EXECUTIVE DIRECTOR PEOPLE AND CULTURE</b>
<b>Reports To:</b>	Diocesan Executive Officer
<b>Direct Reports:</b>	1) General Manager – People and Culture Operations 2) General Manager – Organisational Development
<b>Key Stakeholders Internal</b>	1) The Bishop 2) The Diocesan Executive Officer 3) All other Executive Directors 4) Company Secretary/Registrar 5) Professional Standards Director
<b>Key Stakeholders External</b>	1) Diocesan Legal Advisor 2) Fair Work Commission 3) Safe Work Australia 4) Relevant Trade Unions
<b>Budget Responsibility</b>	TBC
<b>Governance Responsibility</b>	1) Meets with the Bishop as required 2) Attends the Newcastle Anglican Corporation (NAC) Board as required 3) Attends NAC Board Sub-Committees as required

Focused Capabilities from the Newcastle Anglican Capability Framework		
People and safety (wellness)	Focusing on the people we support (delivery)	Results Focus
<b>Highly Advanced</b>  Directs strategic activities to enhance a positive culture for safety, wellness and protection of children and vulnerable people throughout Newcastle Anglican.  Implements effective governance systems for appropriate reporting and analysis processes, which enhance the ability to identify trends and prevention strategies.	<b>Highly Advanced</b>  Fosters a culture of excellence in service delivery, ensuring that responsiveness to requirements of the people we support is effectively prioritised.  Establishes innovative, effective and flexible models of service delivery which meet the needs of a wide range of the people we support and other stakeholders.	<b>Highly Advanced</b>  Sets, communicates and champions strategic and business goals which lead to the achievement of outstanding results, and which cascade to team and individual goals.  Establishes systems and processes to ensure effective reporting and communication of performance towards the Vision, Values, Core practices and Goals as outlined in the Strategic Plan.
Innovation and quality	Communication and teamwork	Leadership
<b>Highly advanced</b>  Demonstrates an ability to see different futures that anticipate changing environments and new demands on Newcastle Anglican.  Ensures alignment of business strategic priorities with the vision and ministry of Newcastle Anglican	<b>Highly advanced</b>  Champions working in a way that holds self and others accountable for the behavioural expectations.  Approaches communication as a strategic issue, ensuring organisation-wide acceptance and understanding of key messages.  Builds a strong team whose members have complementary strengths.	<b>Highly advanced</b>  Works effectively with the Bishop, Board, and Executive to develop and implement robust strategic and operational plans.  Creates a culture of trust and confidence in the future direction of Newcastle Anglican.  Motivates and provides coaching, mentoring and development to help employees reach team and individual goals.
Organisational Alignment		Occupation specific capabilities
<ul style="list-style-type: none"> <li>Support the Vision, Values and Core Practices of Newcastle Anglican</li> <li>Actively assist in ensuring Newcastle Anglican is a safe environment for children and vulnerable people</li> <li>Demonstrate safe work practices and follow all WHS Policies, identifying and promptly reporting workplace hazards or risks and actively support corrective actions</li> <li>Supporting reconciliation and healing of relationship with Aboriginal and Torres Strait Islander people ensuring access to services with appropriate cultural respect and support</li> </ul>		<ul style="list-style-type: none"> <li>Significant experience as a Human Resources professional with demonstrated experience in strategic people management and planning.</li> <li>Ability to explain complex issues in a simple manner to win support for quality improvement</li> <li>Commitment to continued personal learning</li> </ul>

## Key Deliverables

- Ensuring the People and Culture Directorate is aligned with the vision, values and core practices of Newcastle Anglican and take a proactive approach to addressing human resource requirements across the organisation including
  - Delivery of employee lifecycle processes including attraction, selection, orienting, capability building, coaching, counselling employees
  - talent identification and development, employee engagement, workforce planning
  - ensuring the delivery of annual relevant and contemporary learning programs
  - the management of employment relations matters.
- Developing a People Plan that facilitate Newcastle Anglican development and growth aligned to the organisational values:
  - take into account the projected organisational change and growth leading approaches
  - Which enable Newcastle Anglican to anticipate and adapt to changing employment requirements, trends, and variances
  - address staffing needs, management structures, learning and development needs, remuneration options, and organisational development.
- Partner with the Executive Team to design, build and implement outcome focussed programs across leadership and team effectiveness, talent identification and development, learning and development, feedback and a high performing culture.
- Act as a confidential advisor on sensitive people matters, including coaching and team effectiveness.
- Lead the People and Culture Team in partnering with senior leaders to coordinate resource plans and contingency planning processes to ensure effective delivery of services/functions through effective workforce planning.
- Lead the proactive and innovative development of campaigns to acquire talent as well as the pipeline and succession planning strategy. Assist with senior or complex recruitment where required.
- Lead the capability uplift of Leaders to facilitate the shift from reactive people management through coaching, education and relationship to delivery of the People Plan.
- Assist in leading key change initiatives by ensuring processes in place to identify and collaborate with key stakeholders in respect to critical people matters.
- Ensuring workplace safety and compliance with relevant industrial frameworks;
- Leading reform of the delivery of the salary and payroll systems
- Leading the development of contemporary people and culture policies and practices
- Ensuring the smooth implementation of the Newcastle Anglican capability framework
- Leading, monitoring and reviewing the talent system ensuring that appropriate plans are in place for managing succession, retention, talent and career development
- Lead the development of HR metrics reporting to identify potential trends, address concerns and to manage resources. Communicating to Newcastle Anglican critical information about trends, best practices, regulatory changes, and new technologies in human resources, talent management, and employment law.
- Leading a trusted and growing People and Culture team through support, guidance and coaching
- Champion Newcastle Anglican's vision and values, embed them in-to all aspects of the people and culture agenda and rally the team around them.

## Personal Attributes

**The Executive Director People and Culture is expected to have the following personal attributes:**

- Strong alignment with our mission, values and core practices
- Strong business acumen and strategic thinking
- High level analytical, design and strategic problem-solving skills
- Influential style, can own his/her position
- Relationship builder, approachable and brings people together
- Self-motivated, autonomous, energetic and determined
- Calm, measured and emotionally composed
- Open to listen, considerate

- Leadership capability
- Well organised and consistent.
- Ability to make decisions and take action
- Reflect and learn from successes and failures and amend practices accordingly
- Adapt and respond to change and be tolerant of ambiguity and work well under pressure
- Curiosity and a passion for continual learning

## Qualifications & selection criteria

### QUALIFICATIONS/ESSENTIAL:

1. Tertiary qualifications in Human Resources or a relevant discipline
2. Current drivers licence
3. A current Working with Children check (with clearance to work with children)
4. National Police Check (the Diocese will consider the relevance of any reported outcomes).

### QUALIFICATIONS/DESIRABLE:

5. Post graduate qualifications in Management or Business

### EXPERIENCE/ESSENTIAL:

6. Demonstrated Executive level experience with large-scale organisational culture change efforts in diverse and complex organisations with a transformation context.
7. Experience in developing a high-quality strategic plan and a demonstrated capability in the effective implementation of strategic and operational plans
8. Demonstrated experience in building teams, managing people and facilitating a productive and positive organisational culture
9. Strength in data/people analytics and responding with relevant action planning.
10. Ability to think strategically
11. Demonstrated inspiring and visionary leadership style that will motivate varied stakeholders based on trust and transparency
12. Excellent verbal and written communication skills
13. Strong interpersonal skills and the ability to build strong and effective relationships with employees, volunteers and other stakeholders
14. Good organisational and project management skills
15. Commercial and/or business competence
16. High level attention to detail and focus on risk management
17. Experience in contract management and/or operating in a regulated environment
18. Demonstrated interest in the community and social outcomes and an alignment to the mission of the Diocese.

### EXPERIENCE/DESIRABLE:

19. Experience dealing with multi-faceted organisations
20. Exposure to Governance Frameworks and interactions with Boards and Committees.

<b>Position Number:</b>	2020 - 5
<b>Location:</b>	87 Toronto Avenue, Booragul
<b>Hours:</b>	CONTRACT
<b>Date Last Reviewed:</b>	December 2021
<b>Next Review Date:</b>	December 2022

<b>Employee Name:</b>	<b>Signature:</b>	<b>Date:</b>
<b>Manager's Name:</b>	<b>Signature:</b>	<b>Date:</b>