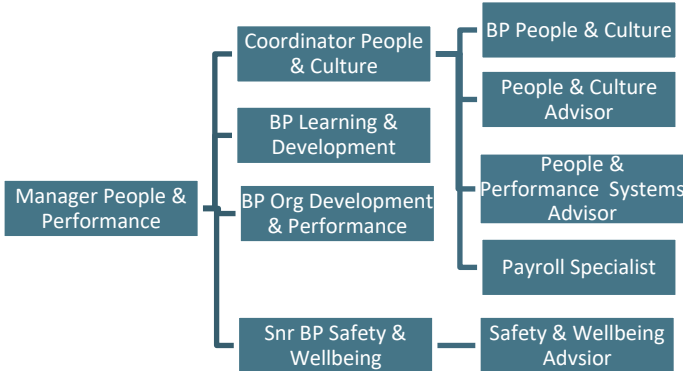


MANAGER PEOPLE AND PERFORMANCE

Position No.	1250
Classification	Senior Executive Officer, Permanent Full Time (76r per F/T 1.00 FTE)
Directorate	Corporate Services
Department	People and Performance
Division	N/A
Department Context	<p>The People and Performance department exists to support the engagement, management, development, safety and wellbeing, of our workforce; the performance and risk management of our organisation; and our compliance with relevant corporate and employee related legislation.</p> 
Position Purpose	<p>The Manager People & Performance manages relationships across Council, partnering with all areas to enable organisational performance and capability through our approach to leadership, workplace relations, corporate performance, organisational design, and workforce planning.</p> <p>The role is responsible for creating and executing an overall strategy to build a high performing organisation and culture to optimise and enhance the organisation's service levels, culture, employment brand, employee experience and reputation with staff and the community.</p>

VISION & VALUES

Where people matter, communities are connected, and the future is bright

Pride	We know that our work is important, and we take pride in doing the best job we can
Respect	We treat each other with courtesy and respect, and are committed to keeping our environment safe, and free from judgement
Integrity	We are committed to being authentic, honest and ethical in our work
Collaboration	We partner together to achieve shared goals and deliver community focused outcomes
Excellence	We are committed to delivering the best community experience and outcome that we are capable of providing

KEY RESPONSIBILITIES AND DUTIES

Organisational Leadership

- Directly work with and advise the organisations leadership teams to support organisational change, leadership development and organisational effectiveness.
- Drive initiatives in the organisations leadership teams that contribute to long-term excellence linking the Community Vision, Council Plan, business plans and workforce planning.
- Provide leadership to the organisation to design and implement an effective and efficient workforce and succession planning process to minimise leadership gaps for critical positions and provide opportunities for top talent to develop skills necessary for future roles.
- Contribute to short and long-term organisational planning and strategy as a member of the organisation's leadership teams.
- Key driver in shaping the organisational culture and ensuring that staff are engaged, inspired, and supported to achieve strategic objectives.
- Coach managers on a variety of management and change management topics for both current concerns and issues and future organisational growth and effectiveness.

Department Strategy & Leadership

- Lead a team of professionals in the design and delivery of end-to-end P&P activities that build an engaged and high-performing organisation.
- Set the strategic direction and framework for all P&P activities to optimise and enhance the organisations service levels, culture, employment brand, employee experience, and reputation with staff and the community.
- Formulate and drive the P&P strategies and key work programs including Attraction and Retention, Organisational Development, Workforce Planning, Gender Equality, Safety and Wellbeing and Business Continuity Planning.
- Understand business requirements and design and lead P&P activities to partner with managers and people leaders to deliver measured outcomes and build organisational performance.
- Identify and plan for medium to long-term opportunities and challenges across the department, developing mitigation initiatives to prepare and respond.
- Design, develop and implement organisational development initiatives and programs that develop culture and enable people capability and engagement.

Department Management and Performance

- Shape the organisations P&P function making a significant impact on the success of the organisation by creating a culture of high performance whilst ensuring compliance with relevant legislation laws and regulations.
- Establish key P&P reporting functionality, leveraging data and insights to understand workforce trends and key metrics.
- Manage and oversee budget submissions and manage allocated budget in a timely and transparent manner, ensuring all programs and projects are cost effective and reflect value for money.
- Provide proactive advice and direction on ER matters and ensure organisational compliance with relevant legislation and enterprise agreements, acting as the escalation point in these matters with legal representatives, Unions and the Fair Work Commission as required.
- Lead Enterprise Agreement negotiations, maintaining effective relationships with employees and their representatives.
- Lead Council's safety and wellbeing program, building the organisations practice, policy and process that delivers on the 'home safe and well every day' commitment.

General and Organisational Responsibilities

- Comply with Council policies and procedures, including the Code of Conduct, and Councils Corporate Values.
- Contribute to the development of the Department's/Teams objective, as well as the corporate goals of Council.
- Embrace Council's commitment to providing a safe and healthy working environment by performing duties in accordance with the Health & Safety Act 2004, regulations, codes of practice and policies and procedures.
- Promote excellence in the customer experience and in conjunction with your manager or people leader, identify, review, and implement strategies to improve the customer experience quality and efficiency.
- Contribute to emergency management planning and activities as they arise as well as undertake relevant training. During a CEO identified emergency an employee may be required to complete alternative work including administration, logistics and specialist support.
- Maintain confidentiality in respect of all dealings of a sensitive or confidential nature.
- Participate as directed in training and education to maintain compliance and an up-to-date knowledge.
- Other duties within the scope of the employee's skills, competence and training, relevant to the position band, as requested by the supervisor.

This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required.

Child Safe Standards

Golden Plains Shire Council is committed to creating a child safe organisation where children and young people are respected, valued and encouraged to reach their full potential.

Golden Plains Shire Council's policies and procedures support the implementation of requirements under the *Child Wellbeing and Safety Act 2005* and the *Child Safe Standards*.

All staff must actively contribute to a child safe and child friendly environment and are committed to continuously update their knowledge to ensure they fulfil their obligations in relation to Child Safe Standards. Council will provide access to continuous learning opportunities and develop relevant services and programs to adopt Child Safe practices.

GPSC CAPABILITIES

The GPSC Capabilities are the knowledge, skills, and associated behaviours required by all staff. The capability level for each role is varied and dependent on the role functions. The four levels for the capabilities are:

Foundational	<ul style="list-style-type: none"> • Basic awareness of concepts and techniques • Follows guidance, complies with established procedures, seeks advice
Intermediate	<ul style="list-style-type: none"> • Broad understanding of concepts and techniques • Demonstrates the skills/knowledge with minimal guidance
Adept	<ul style="list-style-type: none"> • Strong understanding of concepts and techniques with consistent application • Influences, upholds, shares advice, consults
Advanced	<ul style="list-style-type: none"> • Extensive understanding and application of concepts and techniques • Sets, leads, designs, innovates, monitors, regulates, develops others • Shapes the organisations approach in the application of this skill/knowledge

The capability level for this role is as follows:

Capability	Description	Level
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Flexibility & Adaptability	Adjust approach in line with changing priorities and remain agile and positive toward change	Adept
Manage Self	Shows drive and motivation, with an ability to self-reflect and a commitment to learning	Adept
Resilience	Maintain a positive attitude and consistently deliver quality work in the face of challenging situations	Adept
Value Diversity & Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences, and perspectives	Adept
Communication	Communicate clarity, vision, purpose, and impact, actively listen to others, and respond with understanding and respect	Adept
Collaboration	Build strong relationships, collaborating effectively across the organisation, valuing their contribution	Adept
Customer & Community Focus	Committed to the customer experience and delivering customer and community valued outcomes	Adept
Influence & Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
Action & Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy, and guidelines	Adept
Plan & Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Problem Solving	Think, analyse, and consider the broader context to develop practical solutions	Adept
Innovation & Continuous Improvement	Use different ideas and concepts to develop new and different ways of thinking to improve efficiency, effectiveness, and quality of work	Adept

CLASSIFICATION DEFINITIONS

Accountability and Extent of Authority	<p>The position manages resources and specialist units and develops and interprets policy.</p> <p>Freedom to act is governed by broad goals, policies, legislation, and budgets with period reviews to ensure achievement of those goals.</p> <p>The manager is directly accountable for clearly quantifiable outcomes and outputs that are the direct responsibility of the position, specifically:</p> <ul style="list-style-type: none"> • Manage controllable resources for specific projects, programs and the department to achieve defined business, service, developmental or operational objectives; • Use the annual value of the resources allocated to and controlled by the position to achieve the objectives, typically reflected in expenditure and/or capital budgets; • Provide leadership to a team of employees to achieve service, operational and project objectives;
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- Address broad practice and policy guidelines and is subject to executive management direction. There is freedom to determine how to achieve end results. Achievements are generally measured against agreed targets and budgets;
- Substantially influence the allocation of resources, deploy employees independently and make minor long term commitments where there are defined precedents; and
- May make statements on behalf of the organisation in accordance with policy directives.

The methods may be suggested but seldom specified. Judgement is exercised within broad constraints and completed projects or programs are reviewed for general effectiveness.

The position is required to identify and prepare proposals on new initiatives and undertake analysis though final decisions are made at Director, Senior Management Team or Council level.

The Department is regarded as a major cost centre or organisational activity centre. The position is accountable for the program development, implementation, planning and negotiation of resources and is accountable for effectiveness.

Judgement and Decision Making

The position involves policy development and problem solving. Methods, procedures and processes are less well defined, and the manager leads their development and adaption. The work requires the incumbent to:

- Operate within an environment where there is a strong requirement to identify and define corporate issues or emerging issues of major community or professional concern. The position defines core business strategies for the implementation of major strategic change;
- Resolve unusual problems and develop and oversee the implementation of new programs. This requires the definition of appropriate organisation policies and business strategies, Council and organisational business plans and new business development initiatives;
- Undertake the identification of the environment and business challenges for current and future years and develop the organisational strategies to meet these challenges; and
- Develop, implement and monitor major programs.

In this position a variety of alternatives must be analysed before choices can be made. Problem resolution is structured by established management systems and budget parameters. Problem resolution is a frequent requirement, requiring consideration of many influences.

Work demands the conceptualisation, identification and development of ideas, the detailed analysis of alternative courses of action and their implications, addressing difficulties/problems in the work environment, devising action plans and advancing new approaches.

The position recommends solutions or alternative courses of action.

Specialist Skills & Knowledge

The position requires proficiency in the application of theoretical approaches in the search for solutions to new problems and opportunities which are outside the original field of specialisation. The nature of work demands highly specialised commercial, professional, technical, administrative or advanced managerial capability in order to:

- Provide professional opinions and plans that address and resolve complex professional issues for clients;
- Identify critical issues in the development and delivery of the range of services to the community, and understand how to position the organisation to meet major challenges;
- Investigate, analyse, balance competing interests and make informed decisions based on professional knowledge, previous experience and independent research;
- Apply project management and contract management principles;
- Develop strong relationships with key government and non-government agencies, service providers and community stakeholders; and

Manage a professional team engaged in a complex professional environment requiring the integration of a diverse set of skills and a multiplicity of resources.

Management Skills

The officer manages a large workforce including tertiary qualified employees, employees with extensive experience and staff new to their roles.

The position requires the ability to:

- Lead, inspire and manage the team to achieve outcomes identified in the Council Plan;
- Manage and continuously review and improve the cost effective and efficient provision of Council's services with a strong customer focus and in accordance with defined Council policies and government regulations and guidelines;
- Manage risk, budget, resources and facilities associated with the department;
- Ensure that the necessary legislative compliance is achieved for all services.

Interpersonal Skills

- Values driven leadership.
- Curious, interested in and capable of continuous improvement and learning.
- Reliable and committed with a strong work ethic.
- Systems thinker

Qualifications & Experience

The position requires:

- A tertiary qualification in Organisational Development, Organisation Behaviour or Human Resource Management sufficient to gain member status of the Australian Human Resource Institute;
- Substantial experience in organisational performance, change management and human resource management; and

- Demonstrated experience in the management of staff and resources within an environment of diverse disciplines and multi-skilling.

KEY SELECTION CRITERIA

1. A tertiary qualification in Organisational Development, Organisation Behaviour or Human Resource Management (or similar) sufficient to gain member status of the Australian Human Resource Institute
2. Substantial experience in organisational performance and business improvement processes, change management and human resource management.
3. A record of achievement in leading the strategic planning, operational planning and development and delivery of human resources.
4. Demonstrated skills and experience in developing systems and work practices that increase accountability and ensure the planning and resourcing to deliver of Councils goals and objectives.
5. Demonstrated success in managing and motivating staff and developing a customer-focused, productive team culture.
6. The ability to negotiate solutions to complex interpersonal problems.
7. The ability to manage time, set personal and team goals and delegate tasks.
8. Values and Behaviours: Demonstrated understanding and commitment to the Council's values: Pride, Respect, Integrity, Collaboration and Excellence.

Other Requirements

- The remuneration package contains payment for all other hours worked or attendances at meetings or functions outside the Council's usual office hours, being the reasonable additional hours required and agreed to by the Officer.
- Maintain a satisfactory National Criminal History Check.

APPROVAL

Approved By (Department): Director Corporate Services

Reviewed By (P&C): Manager People & Performance

Date: June 2026

Employee Acceptance: *Accepted via onboarding portal*