

Position Title: Head of People and Culture	Business Unit: Corporate Services
Reports To: Chief Operating Officer	Direct Reports: Yes
Employment Type: Full Time	Classification: General Staff Level 9 – Education Services (Post Secondary Education) Award 2020

Purpose of the Role

The Head of People and Culture (P&C) is a senior member of the corporate services group and serves as a strategic adviser to the Executive, overseeing the human resources functions at Collarts. They are responsible for ensuring compliance with employment laws and regulations while fostering a positive work environment and high-performing teams. The Head of P&C plays a pivotal role in securing the talent needed for Collarts to succeed, driving improvements throughout the staff lifecycle, including:

- Recruitment and onboarding processes, ensuring roles are accurately described, interview processes are valid, reliable and engaging and that every team member’s first month at the college affirms their choice of employment.
- Learning and development planning that builds internal capability and capacity at an individual and team level, harnessing best practice in the sector and adopting emerging technologies to improve the student and staff experience.
- Leadership effectiveness, with middle and senior manager programs that improve approaches to people leadership at Collarts and increase core managerial skills required for success.
- Diversity, equity and inclusion initiatives that level the playing field for a range of staff to access employment at Collarts, succeed in those roles and enjoy equitable access to career pathways and progression.
- HR advice and guidance to employees and managers during change or transitions or when conflict arises.

The Head of P&C needs to thrive in an environment high in ambition and low in systems and process maturity. The core HR functions are still in establishment phase, with much of the work tracked via spreadsheets and a basic payroll system rather than a HRIS. What Collarts lacks in systems, it makes up for in a passion for people and a determination to build happy, healthy and high-performing teams across sites in Sydney and Melbourne. By championing staff engagement and culture initiatives, the Head of P&C contributes to the overall strategic objectives of Collarts while improving processes to support key HR tasks and activities.

As a key member of the Executive team, the Head of P&C collaborates closely with the Executive team and other senior leaders to align HR strategies with organizational goals, ensuring a cohesive approach to talent management and organisational development. The role is also expected to maintain strong professional networks (including through AHRI) and to manage key relationships with external experts who consult to Collarts on a range of people strategies, including the rollout of Gallup strengths, core leaders and managers development programs, and sensitive investigations or complaint resolution.

This position is based at the Wellington Street campus in Collingwood with a requirement to be present and visible at the other campuses on a regular basis. The role will also have some flexibility to work from home on an agreed schedule and will be required to travel interstate on occasion. In this role there may be occasional times when working outside of normal hours is necessary to coordinate events, meet project deadlines or operational needs.

Strategic Goals the role drives success for

We will be the employer of choice, particularly for creative industry academics, attracting, retaining and developing top talent in our fields. We will have the best mentors, teachers, guides and coaches championing students for a lifetime of success.
We will be relentless in our pursuit of seamless, efficient ways of working, leaving creativity for the classroom. Our operations roadmap and financial plan will focus on taking the effort out of administration and delivering improved, sustainable margins.

Key Outcomes

- Collarts recognised as an employer of choice, particularly for academic staff.
- An annual staff engagement survey with high participation rates and effective improvement planning.
- Comprehensive understanding of (and compliance with) relevant awards and employment regulations.
- Accurate employment contracts and up-to-date position descriptions for every role.
- Up-to-date, relevant and inspiring performance management processes, ensuring every permanent staff member has clear goals, a relevant training plan and received useful feedback on their performance.
- College-wide training and development plan, in collaboration with the Associate Dean: Learning, Teaching and Scholarship.
- Clear roadmap to an agreed future state of HR systems, policies and practices, enabling HR analytics to support decision-making and planning.
- Excellent recruitment strategies, supporting the talent strategy and ensuring effective onboarding of staff.
- Accurate and compliant payroll (in collaboration with Finance), addressing inquiries and managing payroll changes.
- Helpful guidance to employees and managers on HR policies, procedures, and employment laws.
- Effective resolution of employee relations issues, including conflicts, grievances, and disciplinary actions.
- Engaging and effective diversity, equity, and inclusion initiatives, promoting a positive and inclusive work culture.
- Support for the College's commitment to reconciliation and the hiring of First Nations staff.

Key Accountabilities

The following accountabilities are not exhaustive, and others may be included as directed and in alignment with the role classification level.

Talent Development

- Develop and oversee the Collarts Workforce Plan, with a particular focus on academic staff roles and capability.
- Provide expert assistance in recruitment, including job description development, interviewing, and onboarding.
- Prepare employment contracts and facilitate smooth transitions for new and departing employees.
- Ensure effective onboarding, working with hiring managers to provide a great first 90 days on the job.
- Champion the annual performance management processes, making sure permanent staff have clear goals, relevant and achievable learning and training plans and useful and timely feedback.
- Oversee the professional development program for staff, working in collaboration with the Associate Dean Learning, Teaching and Scholarship and with a particular focus on leadership capability.

Staff engagement

- Conduct, analyse, and take action on the annual staff engagement survey, campaigning for high participation rates and helping people leaders to analyse and understand their results, driving actions that matter.
- Support reconciliation efforts including the recruitment of First Nations staff, links with First Nations communities and respect for the contributions of First Nations elders and the valuing of culture and knowledge.
- Collect evidence on service impact and effectiveness through voice-of-the-customer programs, ensuring improvements make a positive impact.
- Support Diversity, Equity, and Inclusion (DEI) initiatives and promote a positive and inclusive work culture.
- Participate on the Collarts *Work Health and Safety Committee* to create a culture where hazards are noticed, risks are identified and mitigations are effective in creating a positive, healthy and safe work environment.

Employee Relations

- Provide guidance on HR policies and employment laws, managing employee relations issues and resolving conduct issues and complaints.
- Develop, manage and review HR policies and procedures.
- Provide advice and assistance to bolster HR capability within the organization.

HR Administration

- Work with Corporate Services colleagues to improve HR systems and processes, including the automation of records and key workflows.
- Capture and publish HR analytics to support decision-making and strategic planning.
- Introduce and improve HR policies and processes to enhance efficiency and effectiveness.
- Track improvements in an up-to-date register with actions, accountabilities and deadlines, and close the loop by reporting back to staff.

Change and innovation

- Drive innovation, ensuring services are digital-first, responsive, customer-centric, high quality, inclusive, accessible and low-effort.
- Conduct regular quality reviews, ensuring staff and student input is valued, consultation processes are genuine and benchmarking is relevant.
- Report to the Corporate Board and CEO as required on matters relating to people and culture.

Compliance

Maintain full compliance with all relevant legislation and regulations, including but not limited to:

- education legislation such as HESF, ESOS and the requirements of CRICOS / National Code,
- quality standards issued by education regulators TEQSA and ASQA,
- consumer protection and human rights legislation including anti-discrimination protections, and
- workplace health and safety legislation and associated safety instructions.

Selection competencies

Essential competencies

- Formal qualification in Human Resources or an associated field, at Masters level or at Bachelors level with at least 5 years’ experience.
- Experience in leading a strategic HR portfolio, providing advice to an Executive team and board.
- Strong understanding of employment laws and regulations that govern higher education in Australia.
- Track record of improving staff culture and engagement, driving increases in staff satisfaction and participation.
- Proven ability to drive a high-performance culture, raising capability and capacity and addressing performance issues quickly and effectively.
- Demonstrated experience in role design, recruitment and onboarding/offboarding processes.
- Proficiency in payroll management and the use of a range of incentives, rewards and benefits to drive loyalty and performance.
- Excellent communication and interpersonal skills suited to working in a creative, innovative and fast-paced environment.
- Ability to analyse data and utilize HR analytics to influence decision-making.
- High levels of autonomy, agency and a can-do attitude, able to switch between presenting to corporate board and rolling up the sleeves for an afternoon of printing staff award certificates or getting contract amendment letters out to staff.

Desirable competencies

- Experience in supporting diversity, equity, and inclusion initiatives.
- Track record of implementing HR technology and systems.

Our Collarts Values

All employees are required to conduct themselves in accordance with the Code of Conduct and associated Human Resources policies and uphold Collarts core values. As a member of the executive team this role leads by example in embodying our core values of:

CURIOSITY Play, have fun, try new things, experiment, adapt and learn. Accept ambiguity and uncertainty. Embrace nuance and complexity. Ask questions and be open minded.

KINDNESS Get to know people, be gentle and respectful. Ask for help and help others. Be generous, humble and compassionate. Make kindness the currency of authentic relationships.

CONNECTION Share information freely, listen deeply and be honest. Invite people in. Build trust. Find collaborators who yearn for the same things. Have faith in the power of the team.

COURAGE Take risks. Be ambitious and determined. Find your voice: speak up and be vulnerable. Persevere. Practise progress over perfection. Make failure a step towards success.

MASTERY Immerse in the creative process. Find your thing: show grit in the face of struggle. Hone your craft and artistry. Challenge yourself in the relentless pursuit of excellence.