Position Description - Staff

Executive Manager, Human Resources

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■ Position Level Descriptor

An Executive Manager leads, develops, and stewards the corporate vision, culture, structures, policies and the business strategies within the Board’s broad strategic framework. They define and action business strategies and projections, monitor organizational performance, manage risk, legislative compliance, sustainable growth and brand recognition and reputation. They build and maintain stakeholder relationships to support the organisation’s growth and profile.

■ Organisational Context

Aspiration
We aspire to grow and proudly be a leader in the disability sector.

Purpose
To use our expertise with dogs and in sensory provision to enhance the quality of life of individuals and their families living with disability.

About Guide Dogs SA/NT
Guide Dogs SA/NT is all about supporting individuals improve their quality of life. We support people with sensory loss – people who are blind, vision impaired, and/or deaf or hearing impaired – to live as independently as possible. We also provide autism assistance dogs for families of children living with autism.

Guide Dogs is a values-based organisation. The Values indicate the type of conduct required when carrying out the operations of the organisation. They are a foundation of how we work together and with the community.

■ Position Summary

Reporting to the Chief Executive Officer, and an integral member of the Executive Team, the Executive Manager, Human Resources will be responsible for both staff and volunteers (Personnel).

Holding a pivotal position, this role’s focal point of responsibility is the development and delivery of strategies for building capacity and developing personnel to support the organisation’s objectives and values, including the design and central coordination of volunteering strategies, systems and processes within a tight budgetary environment.

The Executive Manager, Human Resources role is also responsible for the development of welfare health and safety processes to meet legislative obligations for all personnel and managing any workers’ compensation issues. The Executive Manager, HR will be responsible for:

- all strategies related to ‘personnel’ within the Strategic Plan, and
- is responsible for ‘personnel’ Board advice and will attend all Board meetings as a member of the Executive
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- is the Executive Officer for the Board’s Volunteer Committee and,
- is responsible for providing strategic advice directly to the Finance Committee on WH&S and Risk and,
- partners with the Board and Executive to achieve transformational and transactional outcomes by leading, supplying expert professional advice and by supporting senior managers with strategic and operational issues.

The portfolio also encompasses analysis, measurement, evaluation and cultural development functions.

Executive Manager, Human Resources will support the organisation to achieve strategic outcomes. In addition they will consistently role model exceptional customer service, the Values and policies of the organisation, striving for best practice and continuously improving the quality of the portfolio services, and the competence, welfare health and safety and wellbeing of self, team, personnel and stakeholders.

## Position Responsibilities

### Key Responsibilities

**Strategic Leadership (Board, Staff & Volunteers)**

The Executive Manager, Human Resources will drive staff to achieve outcomes. They will lead, manage and ensure the efficiency, effectiveness of end-to-end structures, systems, processes and services across the functional disciplines (portfolio) of:

- **human resources** (performance management, employee relations, HRIS);
- **learning and development** (capability building, performance management);
- **work health safety and environment** (WH&S, injury management and return to work);
- **organisational development** (capacity building, succession planning, talent management, recruitment, attraction and retention, enterprise bargaining);
- **cultural development** (values, key behaviours and change management); and,
- **quality assurance** (continuous improvement - portfolio disciplines only).

Attend and provide Executive advice at all Board meetings.

Actively contribute to the Board’s strategic planning and review process.

Act as the Executive Officer to the Board’s Volunteer Committee, coordinating all Committee Meetings, agenda items, minutes, recommendations to the Board and Action Lists.

The role provides executive advice to the Finance Committee on WH&S and Risk on a periodic basis.

Monitor situational and environmental trends and operations to identify and proactively supply and/or respond to requests to/from the Guide Dogs SA/NT Board Members and Executive Management Team through the preparation and presentation of discussion papers, recommendations, submissions, training or coaching on a range of transformational and transactional issues

Supply expert and timely professional advice to the Board and Executive to assist in capacity building, management and resolution of complex and sensitive issues

Lead the development and deployment of strategies to ensure that the organisation has “Duty of Care” risk management plans in place, that all personnel understand its impact upon the organisation’s products and services, and that they comply with its requirements

In conjunction with the Board and Executive, identify the requirements of, and develop, manage and monitor comprehensive Management Plans across the portfolio (i.e. objectives, strategies, operations, risk management, key performance indicators, costs, auditing, recording and reporting, etc.)

Develop and deploy contemporary organisational classification structures, systems and processes including documentation
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Interpret, maintain and lead Enterprise Bargaining Agreement processes

Ensure organisational compliance with the principles, practices, recording and reporting requirements for all portfolio legislation, policies, procedures

Manage high level personnel grievances in conjunction with appropriate manager(s)

Develop and maintain positive and effective working relationships with internal and external customers and/stakeholders. Become recognised by the range of stakeholders (internally and externally) as the ‘face’ for portfolio issues; i.e. the ‘go to person’

Develop and deploy strategies to enhance volunteer engagement and retention

Role model effective initiative, team work, management, interpersonal skills and resilience to remain effective in difficult work situations

Personnel - (Board, Staff & Volunteers)

Lead the development and deployment of strategies to create an integrated single class workforce (i.e. no systemic differentiation between employees and volunteers)

Lead external and internal benchmarking analyses of existing and contemporary volunteer practices to maximise business outcomes in the areas of managing, and efficient, effective and flexible work structures, systems, procedures and practices to minimise costs while improving delivery of customer services

Lead and deploy a Personnel Lifecycle Model to holistically improve management of all HR processes (incorporating volunteers) including recruitment, selection, engagement, induction, skill development, reward and recognition (not salary), training, WHS&E, duty of care and retention

Advise, support and coach the Board, Executive and other personnel to maximize efficiency and effectiveness of systems.

Mentor new executive and manager appointments and actively support team integration.

Build, measure and grow Leadership capability across the organisation.

Culture

Interpret approved organisational strategic business initiatives to develop a range of implementation plans and strategies to maximise business outcomes. Develop strategies, lead, form, enable, manage and steward the development and deployment of the corporate vision, culture, strategies, structures, systems, policies, procedures and risk management including the allocation of requisite resources.

Champion the Values to build organisational culture and strengthen Guide Dogs competitive advantage.

Lead the development and deployment of strategies to further improve effective multi-directional communication, the accurate identification of personnel and customer satisfaction, and the capability of the board and executive to manage these

Input into the development and growth of the Guide Dogs SA/NT Brand.

Management

In conjunction with the Board and Executive, identify and agree a range of metrics for the portfolio and that will supply useful and workable data to managers

Manage a range of agreed organisational and people performance and compliance KPI’s against strategy, policy and legislative requirements including the development, maintenance and presentation of a range routine and non-routine reports
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Learning & Development

Lead the development and deployment of a professional development framework that complies with legislative and policy requirements, that integrates organisational needs, performance management, performance review and development, succession planning, talent management, progression and remuneration review.

Lead the development and deployment of structures, systems and processes that identify and align the cultural and key behavioural requirements of the organisation, skill requirements of the job roles, and that engage and empower personnel to take responsibility for their individual career and professional aspirations.

Lead the development and deployment of L&D management and review processes that ensure managers understand, own and approve training costs and that both managers and personnel review training services and products for suitability and effectiveness.

Ensure that learning development and performance review structures, systems and processes effectively record and maintain the currency and validity of all legislative and policy requirements for qualifications, licenses, accreditations and competence, etc.

Role model the assessment of personal performance and ensure own competence and professional development is continuously maintained and updated as per personal development plan.

Ensure the attainment and allocation of, and management of the physical, financial and human resources required to achieve agreed outcomes and timeframes.

Work Health Safety & Environment (Zero Harm)

Lead the development and deployment of structures, systems and processes that ensure all operations of plant and equipment, and all product and service delivery are carried out safely, and that all workplaces are maintained in a safe condition for self, personnel, visitors and others.

Lead the development and deployment of a culture of ALL personnel accepting personal responsibility and authority for ensuring Zero Harm: to people, assets and the environment.

Systems & Processes (Quality Assurance and Continuous Improvement)

In conjunction with the appropriate executive manager lead the development and deployment of a culture, system and schedule to ensure the identification of, and the ongoing review and maintenance of the currency and validity of all existing portfolio policies, procedures or documentation.

Ensure all portfolio policies, procedures and documentation are actively promulgated to all relevant personnel and that risk control strategies effectively ensure compliance.

In conjunction with the appropriate executive manager and project officer lead the development and deployment of procedures that inform and engage all personnel in the continuous improvement of any work system, procedure or documentation.
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Position Selection Criteria

Technical Competencies
- Demonstrated experience in organisation-wide strategic development.
- Demonstrated ability to consistently achieve strategic objectives.
- Demonstrated experience in developing and implementing people management frameworks, which align to organisational strategic goals.
- Executive/senior management experience across a range of HR functions including Performance management, Learning and Development, Recruitment & Selection, Employee Relations, Job Analysis, Volunteer Workforce, WHS, Cultural Analysis and Development.
- Minimum 10 years relevant management experience in a similar discipline/function.
- Demonstrated experience in contemporary HR practices and tools.

General Competencies
- Demonstrated ongoing professional development.
- Highly developed oral and written communication skills.
- Strong interpersonal skills, including feedback, influencing, conflict management, liaison and negotiation.
- Strong MSOffice computer skills: E-mail, Office, Excel, PowerPoint, SA Driver’s License or equivalent.
- Demonstrated experience in contemporary HR practices and tools.
- Experience leading a staff and volunteer workforce.

Qualifications/Licenses
Degree in HR, Management or similar field (or equivalent workplace experience).
Diploma Training and Assessment Systems (or equivalent workplace experience).

Personal attributes
Change advocate – recognises the need for change and supports change initiatives.
Integrity – maintains high ethical standards and is trustworthy.
Interpersonal sensitivity – shows consideration and respect for others and their views.
Adaptability – adapts to changing work environments and demands.
Organisational awareness – protects and encourages the achievement of organisational goals.
Drive - enthusiastic, committed and a ‘can do’ approach to customer service.

Leadership/Behavioural Capabilities

**Achievement Orientation:** Achieves goals through proactive and timely effort; pushes self and others to achieve stretch goals and deliver on agreed outcomes.

**Business Acumen:** Understands and takes sound business and financial requirements into account when developing and implementing strategies; considers commercial issues and business performance and reporting as aspects of sound decision-making.
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Business Knowledge: Understands how laws, regulations, rules, and operating culture impacts on how business gets done; simplifies business complexity in a way that leads personnel to understand the issues and successfully execute strategies, tactics and business plans

Change Management: Acts as a change leader to communicate a clear and understandable vision and future direction of the organisation, strategies to achieve these, and assists individuals to overcome resistance to change

Conceptual and Analytical Thinking: Applies both conceptual (creative) and analytical (critical) thinking skills and techniques at appropriate times to maximise efficiency, effectiveness and the generation of new or improved structures, systems, processes, products or services

Concern for Quality: works within a quality environment, using quality systems and processes and maintains a strong commitment to the delivery and continuous improvement of quality services; ensures all products and services are ‘fit for purpose

Customer Service Skills: Effectively meets internal and external customer needs and proactively builds customer relationships; takes personal responsibility for customer service, satisfaction and loyalty; delivers what they agree to, on time, on budget and to the required standards

Drive Zero Harm: Engages with the working environment; identifies and addresses issues; initiates actions and follows through to control hazards and mitigate risks; ensures “zero harm” to self, others, assets and the environment

Flexibility and Resilience: Works in uncertainty; remains effective when experiencing major changes in work tasks, priorities or the work environment; adjusts effectively to work positively with different individuals, peoples, groups or cultures, and with new work processes or requirements

Influencing: Applies a range of influencing tools and techniques to gain acceptance, alignment and engagement by managers and personnel to required strategies or initiatives; achieves outcomes through others not just “positional power”

Initiative: Understands the business imperatives and environment facing their work area; while remaining engaged with their individual job role continuously considers alternative structures, systems and procedures; takes improvement and/or corrective actions within their scope of authority; presents well thought out “solutions”, not just “problems”

Interpersonal and Relationship Skills: Builds and applies strong relationship and interpersonal skills to personal interactions with internal and external stakeholders; even under pressure; knows whom to approach when, and about what, to accomplish work goals; understands, applies and coaches others in the use of a wide range of interpersonal tools and techniques e.g. conflict management, mediation, group decision making, etc.

Managing Performance of Self, Teams and Others: Accepts and empowers others to accept responsibility for developing their own professional, technical, business, interpersonal and team skills; manages own professional career, performance, behaviours and work outcomes. Understands the nature of Volunteering and how to build a holistic approach to Personnel (staff and volunteers).

Managing Vision & Purpose: Creates a clear vision for the future and helps others to understand how things will be different when the future state is achieved; leads by example; promotes open communication, empowers and motivates individuals and teams to see themselves as a part of and engage in the journey to the future state

Personal Health and Well-Being: Exhibits personal energy to achieve success, balances work priorities with personal life so that neither is neglected; maintains a healthy lifestyle

Positive Disposition: Role models professionalism, adopts high ethical and professional standards, commands attention and respect, and instils the confidence needed to succeed; builds trust among individuals and teams

Self-Awareness: Understands and works within own strengths, weaknesses and operating style as well as its impact on others; is open to feedback from others; modifies operating style to maximise effectiveness within different situations and with diverse individuals, teams and cultures
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**Strategic Management:** Thinks and operates broadly to evaluate the overall organisation needs regarding capacity, capabilities and skills, and the structures, systems and procedures required for future success; considers the strategies and resources requirements to achieve future success; creates an environment that fosters sustainable growth and development and makes decisions holistically, not focussed only on own functions.

**Team Development:** Collaboratively works with team members to encourage and motivate organisation wide collaboration and performance, strongly and actively voices own opinions while carefully considering inputs and the needs of others; once decided, commits to and consistently supports team decisions (even if not own opinion); looks for opportunities to reinforce, reward and celebrate achievements.

**Technical Expertise:** Demonstrates technical skill in their field and applies the necessary skills and behaviours to tasks to deliver quality, accurate and timely work to the team and external customers; draws together the needs of diverse disciplines / functions at multiple levels.

**Willingness to Lead:** Leads and creates aligned and sustained motion, especially in tough conditions; holds a clear end goal, dealing with the inevitable conflict of opinions, managing emotions, take tough stances and getting others to believe in where the organisation is headed; accepts the responsibility and makes decisive, considered and consistent decisions and courageously “holds that line”; admits and corrects mistakes.

### General Conditions

All Guide Dogs staff and volunteers are required to:

- Act at all times in accordance with the Code of Conduct
- Comply with the Work Health and Safety management system
- Undertake a police check prior to commencement and every 3 years thereafter
- Support a child safe organisation by undertaking screening for suitability to work with children, youth and vulnerable people and to comply with relevant state/territory legislative requirements
- Adhere to the Values of Guide Dogs Association of SA/NT Inc. which are converted into the below behaviours and assessed on an ongoing informal basis, and formally through the Professional Development Plan process.
- Guide Dogs SA/NT is a smoke free workplace. This includes buildings, vehicles and events.

Accepted by Employee:

_____________________________ /    /  
Signature                        Print Name

Approved by Manager

_____________________________ /    /  
Signature
Guide Dogs Association of SA/NT Inc. - Values

Achievement
Delivering outcomes
- Delivering our services to the highest possible standard
- Delivering results that have value for customers
- Delivering on time as promised
- Recognising and celebrating achievements
- Holding ourselves accountable.

Collaboration
Actively engaging with others
- Working together to achieve our goals
- Working in partnership with other teams
- Seeking the input of others in matters that impact them
- Sharing our expertise and knowledge freely
- Actively listening to others.

Integrity
Ethical, honest and respectful
- Respecting the uniqueness of individuals
- Transparent in our communication
- Acting in the best interests of customers
- Doing what we say we will do
- Non-judgemental in our dealings with others.

Fun
Playing our part in making this an energetic, enjoyable place for ourselves and others
- Showing enthusiasm for what we do
- Balancing life and work
- Contributing to a vibrant working environment
- Supporting and encouraging one another
- Creating opportunities for celebration and camaraderie.

Innovation
Forward thinking
- Open to new ideas
- Solutions-focused
- Taking responsibility for developing ourselves
- Proactively seeking new ways to create value for customers and the organisation
- Continually looking for ways to improve our services.