

**POSITION DESCRIPTION**

**POSITION TITLE:** Director, People and Culture

Part time (.6 EFT)

**NAME OF POSITION HOLDER:**

**SIGNATURE:**

**TITLE OF SUPERVISOR:** Chief Executive Officer

**NAME OF SUPERVISOR:** Sue Hunt

**SIGNATURE:**

For office use only

Position Number:

## 1 PURPOSE OF POSITION

The position of Director, People and Culture, working closely with the CEO and Leadership Team is responsible supporting the strategic success of the RCH Foundation through the design, delivery and implementation of the Foundation's People strategy. The position provides both strategic and operational expertise to the CEO, Leadership Team and employees on all people related matters including performance and talent management, organisational design and development, engagement, reward and recognition, HR Systems and reporting and change management. The Director, People and Culture will work towards ensuring there are the right tools in place to promote a positive, high performing workplace culture and ensuring the ongoing development and support of team members and leaders and emerging leader.

## 2 ORGANISATIONAL RELATIONSHIPS

- Supervisor: Chief Executive Officer
- Positions that also report to Supervisor:
  - Chief Financial Officer
  - Director, Fundraising
  - Director, Communications
  - Director, Grants
  - Executive Assistant
  - Director, RCH 150
- Positions that report to this position: N/A  
One half of administrative assistance is supplied Office Manager

## 3 ORGANISATIONAL CONTEXT OF POSITION

Founded in 1989, the RCH Foundation is the fundraising arm of The Royal Children's Hospital, Melbourne, one of the world's leading children's hospitals. The RCH Foundation has the vital role of raising and distributing donated funds to the hospital. While a legally separate organisation, the RCH Foundation works very closely with the RCH to help achieve its vision.

Generous community support helps to sustain the hospital's role as an international leader tackling some of the world's biggest health issues. To achieve this, the RCH Foundation supports a vast network of fundraisers and donors. Donated funds drive the hospital's growth and are utilised for purposes of medical excellence. They support only the most innovative, life-changing programs and initiatives – that would otherwise not exist - in the areas of leadership, training, technology, equipment, research and patient and family-centred care.

<b>Vision</b>	We are The Royal Children's Hospital Foundation and we are changing the future of children's health. Our vision is that the RCH, founded in philanthropy, supported now and into the future will have the capacity to transform healthcare for children and young people
<b>Mission</b>	The people of Victoria love the RCH and they want it to be the best. We inspire our community to invest in the hospital's future by supporting care, treatment, research and learning that will improve the lives of young people and their families.
<b>Values</b>	We show <b>integrity</b> in all our interactions, being moral, ethical, honest, transparent and trustworthy. We display <b>humility</b> , being modest, not self-important; confident in dealing with others. We show <b>gratitude</b> and appreciation for the efforts of our donors and our colleagues. We are <b>compassionate</b> , showing empathy in our dealings with each individual. We are <b>inclusive</b> and <b>respectful</b> . We show loyalty and understanding.

**The result of these values translates into action. We are known for delivery on our commitments.**

## **4 NATURE AND SCOPE OF POSITION**

### **4.1 Work Performed**

The Director People and Culture is central to providing executive leadership for the organisation's people and culture strategies. This leadership role will identify and implement initiatives which position the RCH Foundation as an employer of choice. The position will also provide oversight of organisational continuous quality improvement and internal reporting against the organisational performance framework.

The position will ensure the organisation's people and culture initiatives are engaging, collaborative in design and of a high standard for the RCH Foundation to attract, retain and build the capabilities of the organisation. This encompasses the accountability for leading the human resources and organisational development agenda. The person will work with the relevant departments in the RCH to seek out support, guidance and expertise in HR and IR matters.

The position will coordinate and where appropriate deliver people capability interventions including leadership, team development and business skills development programs. The incumbent will work with the CEO and Leadership Team to ensure all strategic initiatives are in synergy with the overall strategic directions of the organisation. Being a part of the Leadership Team will also provide broader opportunities within the organisation to contribute to initiatives aimed at growing the Foundation's contribution to the future of children's health.

### **4.2 Challenges and problem solving**

Challenges facing the position may include:

- The need to be both hands-on and future directed simultaneously
- The need to manage competing priorities
- High level advice to the CEO
- Developing the team into a high performance team, and in particular ensuring that the team is customer-oriented and donor focused
- Best practice human resource management in a small but changing organisation
- The need to identify improvement opportunities, streamlined systems and organisational procedures for the organisation and assist in implementing them.

### **4.3 Decision-making**

The Director, People and Culture is responsible for the Human Resources and people development function of the Foundation and as such makes decisions about planning and implementation of organisational People and Culture strategy; best practice human resource management; training and development and works at a senior level to ensure the development of the staff to their highest potential.

Working with limited supervision the Director, People and Culture must also research best practice in human resources management and make recommendations to the CEO. The Director, People and Culture is accountable for the training and development budget.

The position recommends people and culture improvements and provides advice to the CEO and Leadership Team on staff performance and development. As a senior leader of the Foundation, the position is given broad direction from the CEO and is required to translate this into appropriate strategies, and then ensure their success.

The person must exercise superior judgment in bringing sensitive matters to the attention of the CEO, as appropriate, to ensure proposed solutions are endorsed before implementation. While the Director, People and Culture will manage recruitment processes, all recruitment and pay rates are the decision of the CEO.

## 4.4 Organisational Communications

### Internal

- RCH Foundation – act in accord with the RCH Foundation’s values and join in our flexible, supportive and passionate working environment, including a committed network of fundraisers and donors, with good humour and a positive attitude
- RCH – develop and maintain good working relationships with the People and Culture, HR and OHS departments of the hospital and make good use of their willingness to assist and their expertise in HR and IR matters.

### External

- Local, national and international networks – play a role building connections between the RCH Foundation and the wider health, fundraising, volunteer, not-for-profit, corporate sectors
- Represent the RCH Foundation where requested and required.

## 5 KEY ACCOUNTABILITIES

### Strategic

- Implement the RCH Foundation People and Culture strategy to align People and HR policies, practices and programs to the organisation’s strategy and business direction.
- Provide advice to the CEO and collaborate with the Leadership Team on organisational development, change management, key strategies, trends and issues for leading best human resources practice across the RCH Foundation.
- Provide strategic oversight to organisational continuous quality improvement.
- Oversee the development and implementation of change management initiatives and support the CEO in implementing the organisation review recommendations.
- In consultation with key stakeholders, develop and maintain medium to long term strategies in relation to (i) learning and development, (ii) performance management, (iii) remuneration, that contribute to the achievement of organisational strategy and goals.

### Leadership and Culture

- Provide recommendations to the CEO and collaborate with the Leadership Team on strategies and programs to develop a positive culture that is aligned to the Foundation values and expected behaviours and acknowledges the contribution of employees to the Foundation.
- Build the Foundation culture and engagement of our people through effective people leadership and management at both the team and individual level, including.
  - Maintain a responsive and respectful workplace culture that integrates the Foundation’s values.
  - Ensure that staff understand what is required of them, have development plans in place and are provided with timely performance feedback.
  - Ensure that staff performance is monitored, evaluated and managed by all supervisors to enable individual and team professional growth and development, and that staff performance issues are addressed as required according to documented policies and procedures.
  - Foster and implement a commitment to continuous improvement across the Foundation.
  - Foster and implement a wellbeing program to support staff.
- Sponsor and engage executives, managers and employees in developing the leadership capabilities, including leadership styles, and accountability for individual behaviours.
- Provide executive leadership for all of the Foundation’s OHS responsibilities, working with the RCH where appropriate.
- Actively participate in and role model, as a member of the Leadership Team providing strong values based leadership and determining “whole of organisation” approaches to supporting the RCH Foundation in achieving strategy and goals.

## **Human Resources and People Development**

- Ensure human resources policies, processes, systems and infrastructure are in place to support organisational capability and capacity to grow in a changing environment and are consistent across the Foundation.
- Manage the process of selection, training, development, and mentoring of employees
- Manage inductions and on boarding of new employees
- Coordinate best practice people management and performance management process and tools, including succession planning and talent management
- Identify opportunities for reward and recognition processes and tools
- Manage the Employee Engagement systems, in conjunction with the Leadership Team, in particular the Employee Opinion Survey and culture initiatives
- Identify opportunities for appropriate work life balance and flexibility to enhance a fair and equitable workplace.
- Provide a framework for complaints and grievances and promote collaborative employee relations across the Foundation.
- Establish consistent contractual arrangements and performance standards that adhere to the values of the Foundation.
- Provide executive oversight of volunteers and interns within the organisation to ensure alignment with strategies and values
- Liaise with RCH People and Culture in HR, OHS/Return to Work and IR matters and make the most of their expertise and willingness to support.

## **Reporting**

- Oversee the internal reporting and analysis of the Foundation's People and Culture section of the balanced scorecard performance framework.
- Support the CEO and Leadership Team in the execution of their responsibilities through the provision of relevant HR data, information and advice.
- Report to the CEO on key capability and remuneration issues, developments and directions.
- Actively drive innovation, efficiency and cost reduction, aligned to people processes and initiatives
- Other duties consistent with the position where required and/or requested by the CEO from time to time.
- Coordinate exit interviews of departing employees with the CEO.

## **6 SELECTION CRITERIA - KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED**

### **Essential**

- A successful and proven record as a senior HR leader in a multi-disciplinary role in a not for profit/charitable environment.
- Demonstrated ability to develop, lead and implement a broad range of contemporary HR and organisational development strategies, programs, policies and operational practices to successfully support the strategic objectives of the business.
- A proven track record in either working as an executive or directly supporting the executive on people and culture strategies.
- Previous experience in managing change and the delivery of change management initiatives across the whole organisation.
- Proven track record in building and maintaining effective working relationships with a range of stakeholders.
- Highly developed verbal and written communication skills.
- Exceptional interpersonal skills with the ability to work with a broad range of people from a variety of backgrounds and experiences.
- Degree level qualifications in Human Resources or in a related discipline.

## Key Personal Attributes

- A positive, proactive attitude and enthusiasm for high quality work output
- Effective multitasking, time management and organisational skills. The ability to work well under pressure in a flexible, team environment
- High level of maturity and ability to exercise discretion in dealing with sensitive information.

## Desirable

- Experience with developing and implementing quality leadership capability programs in a private sector or not for profit sector would be an advantage.
- Strong organisational and project management skills and sound business acumen.

## 7 TERMS AND CONDITIONS

- The position is offered in the first instance as a three year contract part-time position. There will be a six month probationary period.
- There may be a requirement to work outside of normal hours on limited occasion for fundraising events and activities. Allowance is made for reasonable time-in-lieu. Flexible working hours and conditions are offered as is professional development.
- Competitive salary, inclusive of salary packaging, superannuation and leave loading. Leave entitlements as per national standards.

## 8 KEY PERFORMANCE INDICATOR

To be developed with a personal work plan.

### AGREEMENT TO THIS POSITION DESCRIPTION – to be filled out by the successful applicant

Signed by Sue Hunt, Chief Executive Officer

The Royal Children's Hospital Foundation

Signature:

Date:

Signed by the Appointee

Appointee Name:

Signature:

Date:

## MORE INFORMATION AND HOW TO APPLY

- Applications must address the Key Selection Criteria in the position description - applications that do not address the Key Selection Criteria will not be considered.
- For further information or queries about this role, please contact Sue Hunt, Chief Executive Officer on 03 9345 7063 or
- Send your application, including your CV, and your response to the Key Selection Criteria to [jobs.foundation@rch.org.au](mailto:jobs.foundation@rch.org.au) by **COB Friday 22 March 2019**
- **Applications that do not respond to the Selection Criteria will not be considered**