



Director (People Partnerships)

The University of Southern Queensland (USQ) is a dynamic university dedicated to providing quality programs and degrees in a flexible and supportive environment. In just over 50 years, USQ has established its position as a prominent teaching and research institution, providing education worldwide from three physical locations (Toowoomba, Springfield, and Ipswich) and an extensive online presence.

In support of our continued growth and innovation as a University, we are seeking a strategic leader and highly effective human resources professional with strong business insight for this newly created key leadership role reporting to the Chief People Officer.

The People Portfolio is transforming to provide innovative, connected, and forward-thinking People services that shape USQ's culture and workforce of the future. Critical to meeting this changing landscape is the establishment of a high performing team to deliver contemporary end-to-end people management solutions, talent acquisition expertise, strategic advice, and operational support to Faculties and Portfolios that will forge the link to University strategy.

The Director will lead the development and implementation of the inaugural people partner framework for the University, and work with leaders in the organisation and the members of the People Portfolio to create and deliver a People Partner function and team that supports and enables University strategy.

This key appointment will call for a strong leader and human resources professional with proven experience in building a performance driven people partnering function and providing leadership and vision for success. In addition to your strong leadership capability, you will hold relevant qualifications along with exceptional stakeholder management and influencing skills, and the ability to be adaptable and agile.

Located in thriving Toowoomba, this role provides the best of both worlds – a substantial corporate role with all the benefits of a regional lifestyle.

More information and a copy of the position description can be found at: www.uni-recruit.com.au.

Confidential enquiries and applications should be made to: **Graham MacAulay** on +61 (0) 419 704 686 or graham.macaulay@uni-recruit.com.au

Applications Close: 2 May 2021

Director (People Partnerships)



CANDIDATE BOOKLET



The University of Southern Queensland acknowledges the traditional custodians of the lands and waterways where the University is located. Further, we acknowledge the cultural diversity of Aboriginal and Torres Strait Islander peoples and pay respect to Elders past, present and future.

We celebrate the continuous living cultures of First Australians and acknowledge the important contributions Aboriginal and Torres Strait Islander people have and continue to make in Australian society.

The University respects and acknowledges our Aboriginal and Torres Strait Islander students, staff, Elders and visitors who come from many nations.

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About USQ

In just over 50 years, USQ has evolved into a recognised teaching and research institution providing education worldwide from three physical locations (Toowoomba, Springfield and Ipswich) as well as online. The University is an international player in focused areas of research, with a number of outreach hubs, and national and international education partners.

USQ has ranked No. 1 in Australia for graduate starting salary for three years in a row and proudly reports almost 80% of our students gain full-time employment immediately after completing their degree.

Excellence in teaching and research, and the wellbeing and engagement of our student community, are core to all our decision-making.

We are focused on developing industry-relevant programs and work-ready graduates and stand by our commitment to supporting our regional communities and driving economic and social development.

Our community and industry relationships enrich the experiences of our students and provide the workforce of the future for our regions which are on a strong growth trajectory.

The strengthening of USQ's online and face-to-face teaching programs, enhancing the student experience, and raising the impact of our research activities, means our emphasis is on further developing USQ's presence as a regional university and major contributor to education in the rapidly growing western corridor of south-east Queensland.

#1 in Queensland for graduate full-time employment



Maximum 5-star rating for 'first-in-family'



Maximum 5-star rating for social equity



\$67,400

Highest national starting salary average

Good Universities Guide 2021

USQ Research



18 fields rated 'well above world standard'

30 fields rated 'at or above world standard'

Australian Research Council's Excellence in Research for Australia (ERA) 2018

Our values and people

At the University of Southern Queensland, our work is bound by purpose and underpinned by a culture that is values-driven, forward thinking and grounded in scholarship. We share a common goal of transforming lives through outstanding learning and teaching, positive student outcomes and experiences, and practical research that delivers real impact to our regions.

We believe that our strength lies in individual differences. With a culture that embraces diversity and promotes inclusion, we foster an environment where our employees and students can contribute to their full potential while being accepted for who they are.

The University community consists of approximately 1,800 professional, academic and casual staff, with many of these recognised as award winners for academic, research, professional and community involvement.

The University of Southern Queensland is committed to providing diverse employment opportunities and seeks to attract and recruit employees with genuine ability from a diverse range of backgrounds, and a commitment to our purpose and core values.

Discover more about USQ's people and culture at www.usq.edu.au/about-usq



35+

INDIGENOUS
EMPLOYEES

906

INDIGENOUS
STUDENTS



66

OF COUNTRIES
OUR EMPLOYEES
WERE BORN IN

90+

NATIONALITIES
AMONGST OUR
STUDENTS

101

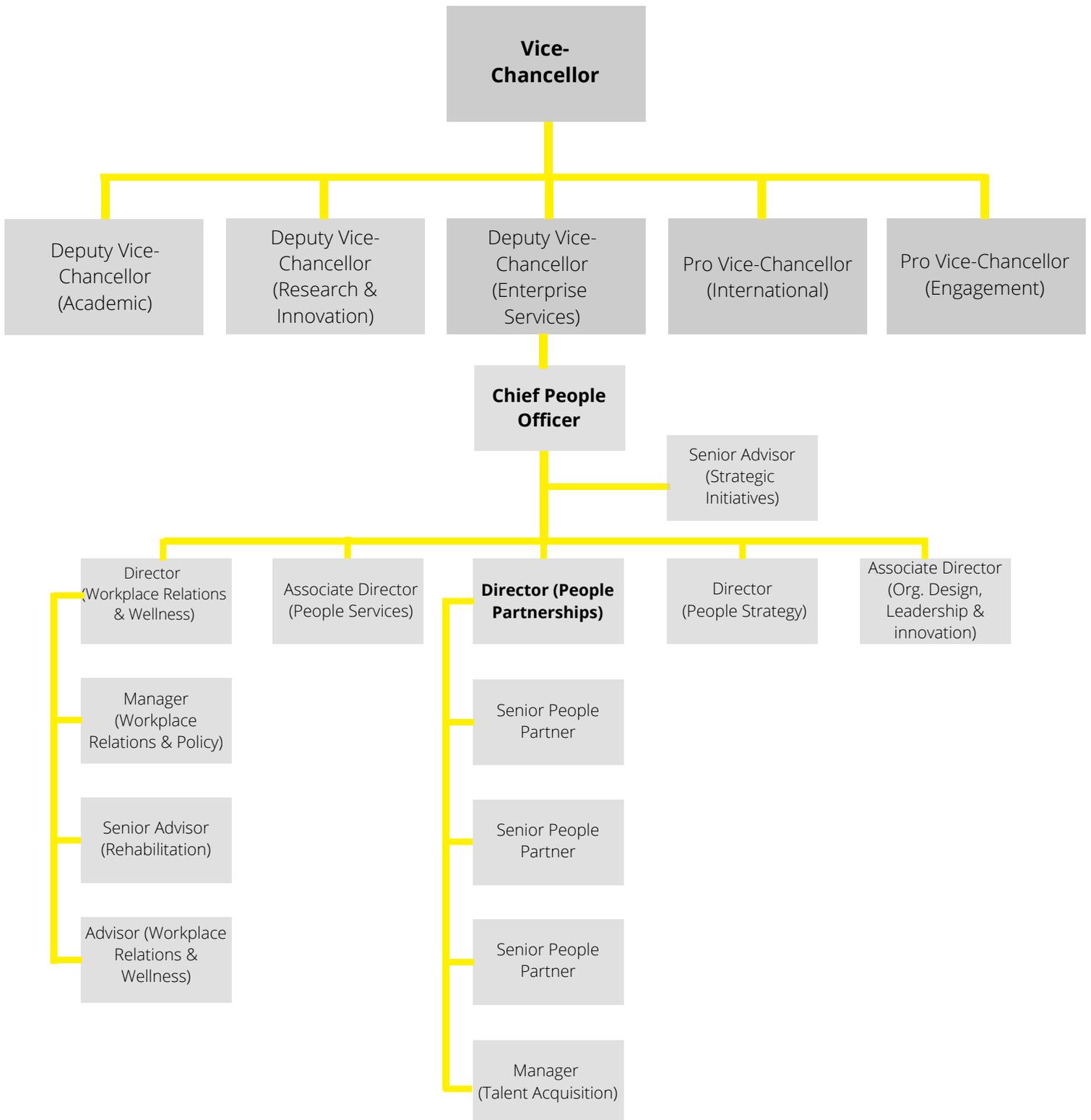
DIFFERENT
LANGUAGES SPOKEN
BY STUDENTS

Our values

We are united by our three core values of Respect, Integrity and Excellence, and seek people who:

- Respect each other and value the diversity of people, culture and ideas within our community.
- Apply and expect the highest personal, professional and ethical standards and act with transparency, consistency and fairness.
- People who work together through expertise, innovation and creativity to excel in all that we do as a University community.

Organisational Structure



People Portfolio

The People Portfolio at USQ plays a key role in shaping and supporting a culture and work environment which puts people at the centre of organisational design, function and decision making. The team of high calibre professionals partner with the business to support delivery of USQ's strategic plan by delivering on the people, change and performance goals of the University.

The People Portfolio team implements real time action learning and coaching to enhance leader-led engagement and accountability across the University. The team provides innovative, connected and forward thinking people functions to partner effectively with University leadership, employees and other

stakeholders to drive transformation of the University's academic and research priorities across the next five years and beyond.

The People Portfolio structure comprises the following teams, totalling some 38 employees, with the majority located at the Toowoomba campus:

- Office of the Chief People Officer
- People Partners & Talent Acquisition
- People Services
- Workplace Relations & Wellness
- People Strategy
- Organisational Design, Leadership & Innovation

USQ Springfield



Director (People Partnerships)

Location

The Director (People Partnerships) will be based at USQ's Toowoomba campus.

Role purpose

The Director (People Partnerships) is a newly created role operating as a key member of the People Portfolio senior leadership team, with the opportunity to make a significant impact through leading and implementing transformational and sustainable change in establishing a contemporary people partnering function for the University.

The Director will lead the development and implementation of the inaugural people partner framework for the University, and work with leaders in the organisation and the members of the People Portfolio to create and deliver a People Partner function and team that supports and enables University strategy.

In delivering this change, the Director will be responsible for implementing people partnering and digital transformation strategies and initiatives which will support the delivery of business outcomes aligned to meet the changing landscape of the

University. This will include accountability for establishing, tracking and evaluating service standards and performance indicators for the People Partner function and team members, driving the achievement of key deliverables, building a high performing function, and integrating and aligning that function with the broader USQ People Portfolio.

The Director will provide a direct internal consultancy and coaching service to senior executives, leaders and managers in the organisation as it relates to a broad range of contemporary human resource partnering and organisational change functions. The role will also be accountable and responsible for the quality delivery of a range of operational deliverables from the function, ranging from ground level day to day management and hands on service delivery and compliance activities, through to strategic advice to executives on workforce planning, change and future needs.

The focus of this role in the initial years will be to establish and have effectively operating the People Partner function. It is anticipated in subsequent years, that the role may then take on a broader responsibility.

Key accountabilities

People Partner Transformation

- Develop and establish a contemporary People Partnering function for the People Portfolio and University.
- Proactively work with University leaders to build a partnering framework that will help them understand and deliver on their people needs.
- Effectively implement the people partnering model internally within the People Portfolio, and lead the rollout of the model across the organisation.
- Build relationships with the business and educate and influence the client base to understand the importance and impact of excellent people management and the people partner model through an evidence based and data informed approach.
- Establish service levels, monitor performance and take remedial action where necessary.

People Portfolio Strategy and Collaboration

- Make a significant contribution to People Portfolio strategy, digital transformation and business process improvement, and integrate and embed this through the people partner model.
- Contribute to the alignment of People Portfolio strategies, processes and services to support the University's business objectives.

- Partner with other People Directors, Associate Directors and subject matter experts to establish short and long-term strategies around contemporary people practices, with a focus on then leading the implementation and embedded accountability for delivery of such strategies within the business.
- Monitor contemporary people partnering practices within and outside of the higher education sector to identify gaps, assess performance, and propose solutions that are in support of the business.
- Track, report and interpret people related data and information to measure the effectiveness of transformation initiatives.

Business Partnering Solutions

- Build effective partnerships with senior executives and managers to understand their business needs and provide credible advice and solutions on the full breadth of people issues including workforce planning, talent acquisition, recruitment, remuneration, organisational change, performance management, employee relations, diversity and inclusion, and capability development.
- Act as a business partner with assigned Divisions to improve business planning and performance
- Contribute to strategic and operational planning with Divisional leaders from a people perspective.

Key accountabilities (cont.)

- Ensure workplace relations issues are managed to minimise risk to organisational performance and reputation, including coaching leaders and managers on handling difficult issues and conversations with employees.
- Use analysis and insights from workforce metrics and data intelligence to focus senior leaders on relevant people management and workforce planning issues while assessing potential interventions, strategies and solutions.
- Undertake a range of hands on service delivery activities, including both transactional, operational and advisory roles and functions as required, to ensure the standard of service expected across the organisation and by the University's leaders is met.

Organisational change management

- Take responsibility for driving the implementation of high quality and effective organisational change across the University.
- Provide advice and design effective change management activities.
- Contribute to innovative organisational design and restructuring throughout change exercises.
- Engage with leaders, managers, employees and union representatives to make change happen.

Capability and culture

- Oversee the development and integration of the talent strategy and employee value proposition.
- Support the ongoing development of USQ's organisational capability and culture, and the implementation of initiatives to improve employee engagement and the human experience.
- Facilitate diagnosis and action planning on improving leader, manager and employee capability and organisational culture.
- Work in partnership with the Organisational Design Leadership & Innovation team to improve leadership and people management practices, performance and capability.
- Coach and support leaders on key people management matters to build and promote a leader led culture of high performance, and grow the capability of University leaders to effectively manage their staff and their future workforce.

Key accountabilities (cont.)

Team leadership

- Effectively manage a portfolio team of Senior People Partners, and the Manager (Talent Acquisition) to achieve USQ and People Portfolio priorities and objectives
- Develop, coach and support team members to achieve individual accountabilities, objectives and individual development plans.
- Set and monitor performance expectations, targets and metrics for the function; drive performance improvement and service delivery; evaluate and lift the performance of individual team members; and create an environment of accountability and outcomes focus.

Performance Indicators

- Levels of client satisfaction and feedback
- Work outputs meet service level agreements and key performance indicators
- Evidence of continuous improvement and efficiency gains
- Use of metrics to measure impact
- Positive People Portfolio culture and capabilities



Gumbi Gumbi Gardens, USQ Toowoomba

Selection criteria

Within the context of the University's purpose, vision, and core values, and in direct connection to the key responsibilities described above, it is expected that you will possess the following:

Qualifications

- Appropriate qualifications, ideally at postgraduate level, in a relevant discipline such as Human Resources, Organisational Psychology, Business, or any other related field.

Previous Work Background / Experience

- Relevant experience and expertise in building, leading and managing HR business partnering services and teams, preferably having established a contemporary business partnering function from the ground up.
- Proven relevant HR management experience in higher education or similar sector.

Skills

- Knowledge and skills in contemporary people partnering strategies and solutions, principles, policies and practices.
- Demonstrated ability to coach, influence and partner with senior leaders at an executive/strategic level to deliver excellent outcomes.

- Management, leadership, and team building expertise.
- Strong relationship management and influencing skills, with excellent communication, consulting, negotiation and facilitation skills
- Demonstrated experience in delivering on strategic objectives, leading transformational change, including implementing organisational change in a large HR function and driving initiatives that utilise HR as a value adding business unit
- Sound knowledge of current employment legislation, and diversity and inclusion principles.
- Strategic business knowledge and understanding.

Key Capabilities

Within the context of the University's Key Capability Framework, and in direct connection to the key responsibilities above, it is expected that you will display the following:

Think Strategically:

Demonstrated high level ability to consider whole systems and leverage the complex links from the global to local scale in order to achieve tangible results in the tertiary sector. Demonstrated ability to engage in high level critical thinking and anticipate strategic risks to achieving the overall objectives of the University.

Selection criteria (cont.)

Engage People & Build Positive Relationships:

Demonstrated high level ability to establish credibility and use interpersonal skills to develop partnerships with a broad range of stakeholders external to the University. Demonstrated high level ability to direct effective work teams, resolve conflict, and participate in positive and successful organisation wide teams working to achieve University objectives.

Strive for Performance Excellence:

Demonstrated high-level ability to create a safe, healthy, and high-performance organisation. Demonstrated ability to collaboratively develop high-level plans and strategies that clearly define required outcomes, coupled with high level ability to drive the delivery of results.

Show Courage, Resilience and Adaptability:

Demonstrated high-level ability to act with moral courage in order to make difficult decisions, coupled with the ability to explain the impact of decisions on employees and students. Demonstrated ability to effectively work in situations of ambiguity, with the resilience and persistence needed to deal with issues that cannot be immediately or perfectly resolved.

Shape the Future:

Demonstrated ability to assess and address strategic risks while providing timely guidance to cross-functional teams in order to move new ideas forward. Demonstrated high-level ability to leverage cross-cultural perspectives and a diverse work force to drive continuous improvement and innovation.



Japanese Gardens, USQ Toowoomba

Terms of employment

Term of appointment

The initial term of appointment will be up to five years.

Remuneration

A competitive executive remuneration package will be negotiated with the successful candidate.

Benefits

The University will make employer contributions equivalent of 17% to a nominated super fund.

UniSuper is proud to be USQ's super fund of choice and is the only super fund dedicated to higher education and research professionals.

Annual, long service and other leave are provided in accordance with USQ's policies and procedures.

Relocation costs, including travelling and removal costs, for the successful appointee and family members will be met by the University in line with policy limits.

The University also offers a range of other benefits, including:

- Salary packaging options on portable electronic devices, financial advice, professional memberships, airport lounge membership etc.

- Flexible work arrangements including an extensive range of leave options and a parental support program.
- Free full gym membership and access to a range of health and medical services, including a free annual flu vaccine.
- Employee assistance programs.

Pre-employment screening

At USQ, we're committed to recruiting and retaining a high quality workforce. Pre-employment screening will be undertaken on persons recommended for employment to ensure the suitability, integrity and identity of those appointed to work at USQ.

Pre-employment screening for this role will include:

- confirmation of identity;
- verification of qualifications and/or professional body accreditations/registrations
- confirmation of previous employment
- criminal history check
- reference checking

Appointment will be conditional upon the completion and satisfactory outcomes of pre-employment screening.

Application Process

The University of Southern Queensland is partnering with UniRecruit to undertake a national search for high caliber candidates for this position.

For a confidential discussion about the role, please contact:

Graham MacAulay

Director, UniRecruit
+61 (0) 419 704 686
graham.macaulay@uni-recruit.com.au

or

Dora DeLaat

Senior Consultant
+61 (0) 434 051 349
dora.delaat@uni-recruit.com.au



The University reserves the right to invite applications, make an appointment by invitation and/or to not make an appointment.

Your application should include a covering letter in which you address the selection criteria.

In addition, your application should contain your full curriculum vitae including the following:

- Full name, address, mobile and telephone number(s) and email address
- Names, telephone numbers and email contact of at least three referees (no contact will be made without your permission)
- Employment history, including present position and notice required, and an indication of the earliest date on which you would be able to commence
- Details of education, professional training and qualifications
- Details of relevant professional, consulting or industry experience
- Any other relevant information, such as offices held in professional bodies and community service.

Applications should be emailed to Graham MacAulay at:

graham.macaulay@uni-recruit.com.au

Applications close 2nd May, 2021.





usq.edu.au/jobs