



Position Title	Senior HR Business Partner
Employment Type	Permanent
Unit	Human Resources
Reports to	Head of Human Resources
Location	Sydney
Award	NA
Award Level	NA
Date	August 2019
Reviewed by	Director of Operations

Position Context

The Royal Australasian College of Physicians (RACP) is a not-for-profit member organisation that represents over 17,000 Physicians and 8,000 trainee Physicians across 33 medical specialities in Australia and New Zealand. The College is responsible to provide a broad range of professional services to its members including training, education, assessment, development, policy, advocacy and research within an evolving and complex stakeholder environment.

To support the College in delivering value to its members, Human Resources provide guidance and support to enable effective business transformation, the development of people capability and improved people practices through the provision of:

1. **Strategic HR:** support the design, development and implementation of flexible and adaptive HR strategies that attract, engage, develop and retain employees to grow a high performing workplace culture that supports the strategic and operational priorities of the College.
2. **Operational HR:** a comprehensive and robust HR operational framework that supports effective College operations and ensures that the business meets all relevant regulatory requirements with respect to the employment, safety and well-being of its employees.
3. **Expert Advice:** consistent, effective and expert HR advice to enable College leaders and manager to successfully engage and empower employees for performance and growth.
4. **Trusted Partner:** trusting and effective partnerships with leaders and managers to enable positive collaboration and mutual support in the collective pursuit of the strategic and operational priorities of the College.

To execute these four streams of HR service value, the HR team works closely with the business to deliver a suite of comprehensive and robust operational HR services, and strategic HR priorities and initiatives, to enable a workplace culture that supports the engagement, capability and retention of our people.



Position Purpose

Reporting to the Head of HR, the purpose of the Senior HR Business Partner position is to:

1. Be a true senior HR business partner with an operational and strategic HR focus at the organisation and client group level.
2. Effectively lead the development of an integrated, comprehensive and robust HR operational framework (systems, policies, procedures, processes and practices) that support the efficiency and effectiveness of business operations; ensures that the business meets all relevant regulatory requirements with respect to the employment, safety and well-being of its employees; and, contributes to a safe, effective and positive workplace environment and culture.
3. Create and maintain positive partnerships with members of the Senior Leadership Group (SLG) and people managers to ensure the effective execution of strategic and operational HR priorities and initiatives that are aligned to support the priorities and needs of the business.
4. Provide high level expert HR advice and support to leaders and managers in a major client group across the full suite of HR functions such as policy guidance and interpretation; workforce planning and recruitment; remuneration and benefits; reward and recognition; employment relations, workplace change and restructures; performance management; staff capability, learning and development; and work health & safety.
5. Provide effective and constructive 2IC support to the Head of HR to continually improve and deliver optimum strategic and operational HR services that support the business.

Position responsibilities

Operational HR Framework

- Lead the effective development of an integrated, comprehensive and robust HR operational framework (systems, policies, procedures, processes and practices) that supports the efficiency and effectiveness of business operations; ensures that the business meets all relevant regulatory requirements with respect to the employment, safety and well-being of its employees; and, contributes to a safe, effective and positive workplace environment and culture.
- Regularly review, benchmark and improve HR policies, procedures, processes and practices to ensure that that the operational HR framework remains relevant and contemporary.
- Lead comprehensive reviews of all roles and levels within the College including job sizing, capability mapping and market evaluations.
- Analyse trends and report on people metrics relating to engagement, turnover, performance, risks and capabilities.
- Develop and maintain appropriate HR measures and performance data to aid the development of solutions, programs and policies.

HR Business Partner:

- Create and maintain positive partnerships with the Senior Leader Group (SLG) and people managers to ensure that strategic and operational HR services and project activity is aligned with needs and priorities of the business.
- Partner closely with major client group(s) to understand their business, anticipate their needs, provide solutions and develop long term plans for improvement.
- Provide high level and expert advice and support to leaders, managers and employees across a wide range of people matters.
- Provide managers with the tools to effectively engage their teams and manage their functions including coaching managers through the use of appropriate frameworks.
- Drive implementation of key HR programs and initiatives through each directorate to ensure collective continuous improvement.



- Provide HR policy guidance and interpretation to the business.

Employment Relations:

- Ensure procedural fairness is maintained through case management of all employment relations scenarios including termination, performance and conduct, discipline and related claims.
- Ensure procedural fairness is maintained through case management of all complaints and grievances including effective, thorough and objective investigations.
- Provide subject matter expertise on all employment relations queries and cases to manage risks to College and ensure all rights and obligations to all parties involved are upheld.
- Educate and coach managers and employees on employment relations responsibilities and expectations of the College.
- Maintain in-depth knowledge of legal requirements, employer and employee rights and obligations and external regulatory compliance.

Strategic HR (Culture & Engagement):

- Contribute to the development of the organisational People Strategy to attract, engage, develop and retain employees to grow a high performing workplace culture that supports the strategic and operational priorities of the business.
- Support the development and implementation of the annual HR Business Plan that aligns with the strategic goals and priorities of the business, and regularly monitor progress and report on high level outcomes.
- Ensure comprehensive workforce planning is conducted to aid the transition and development of teams and Directorates.
- Partner with the Head of HR and the HR Team to develop flexible and adaptive HR strategies and successfully implement in partnership with client group by applying contemporary organisation development and project management methodologies.
- Undertake relevant people and cultural audits to measure the climate and engagement of staff and report longitudinal trends and findings of transitioning current-state to desired future-state to the CEO and SLG to guide people strategy decisions.
- Work closely with leaders, managers and employees to improve work relationships, build morale, and increase productivity and retention.

Change Management Initiatives:

- Partner closely with the Chief Executive Officer, Strategic Co-ordination Unit, and Governance team to support change initiatives at all levels of the business.
- Ensure change management methodologies are effectively utilised across all people related change initiatives within Strategic Co-ordination Unit change management programs.
- Partner with client groups to lead realignment and/or restructures dictated by operating model reviews to ensure optimal efficiencies are realised.
- Ensure all employment relations obligations are met, and risks managed, across all aspects of change initiatives.

Team:

- Coach, mentor and develop HR staff to improve overall team capability in delivering on operational plans to enhance the service provided to the business.
- Work collaboratively and collegially with the HR team to provide collective support to the business and client groups.



Competencies Required for Success

- Business Insight
- Operational Excellence
- Manages Complexity
- Plans and Aligns
- Drives Engagement & Results
- Situational Adaptability
- Instils Trust
- Communicates Effectively
- Political & Interpersonal savvy
- Connects & Collaborates
- Balances Stakeholders
- Effective Team Member
- Attracts & Develops top Talent

Key Stakeholders

1. Head of Human Resources
2. Director of Operations
3. Senior Leadership Group (SLG)
4. People Managers
5. College staff
6. HR Team
7. External organisations (Government offices, recruitment agencies, training organisations)

What Makes this Position Complex

- Partnering with and influencing with the Senior Leadership Group and internal stakeholders.
- Working with complex client groups with differing needs.
- Multiple levels of decision makers.
- Initiating and championing change through a complex organisational structure.

Essential Attributes

- 10+ years of proven HR experience working in a generalist and/or business partnering capacity.
- Proven senior HR experience and capability across employment relations, performance management, remuneration and benefits, recruitment and selection, workforce planning, health and benefits, learning and development, organisational development, engagement, strategy and the range of operational HR functions.
- Demonstrated ability to establish and work within a true business partner model through excellent consulting and client management skills to deliver quality HR services to business leaders.
- Strong interpersonal skills with a proven ability to develop trusting and effective working relationships to gain support and to achieve results.
- Strong analytical skills with a demonstrated ability to generate insights from data and trends to inform business decisions.
- Excellent verbal and written communication skills coupled with advanced conflict management and negotiation skills.
- Experience assessing organisational culture, identifying key contributing factors and recommending and implementing approved OD initiatives that address complex business issues through applying contemporary organisation development methodologies.
- Proven ability to utilise project management methodologies to manage multiple strategic and operational HR priorities.
- Experience working with restructures including role analysis, market evaluation, consultation and redundancy processes and a proven ability to coach managers through complex people management scenarios and lead investigation protocols as required, ensuring procedural fairness.
- Understanding of the complex regulatory environment including Fair Work Act 2009 in Australia, Employment Relations Act 2000 in New Zealand and all related Awards and State and Territory Legislation.



- Familiarity with HR systems development/enhancement and use of technology to enhance the HR offering e.g. HRIS and workflow improvement.
- Proven ability to manage a comprehensive HR Calendar of operational and strategic activities including performance planning, remuneration reviews and administration, learning and development, and strategic people initiatives.
- Political savvy and the ability to deliver results in a diverse and sometimes ambiguous environment.
- Experience working in a mentoring capacity to team members with demonstrated experience in providing guidance and developing HR staff.

Desirable Attributes

- Relevant industry experience
- Understanding of New Zealand employment legislation
- Hay Group Remuneration Job Evaluation accreditation
- Korn Ferry competency accreditation
- Familiarity with Workers Compensation, Return-to-work and WHS
- Experience working as a Contact Officer
- Coaching accreditation

Would suit somebody who.....

- Enjoys being a true senior HR business partner with an operational and strategic HR focus at the organisation and client group level.
- Enjoys working with internal stakeholders and is able to build positive working relationships.
- Is able to look at creative ways to make improvements.
- Is flexible and has high tolerance for ambiguity.
- Enjoys a hands-on high-volume end-to-end recruitment environment.
- Can clearly communicate the HR service vision, brand and commitment to stakeholders.
- Is self-motivated, resilient and able to work with others to address change and related barriers.
- Appreciates working in a small, friendly and professional HR team providing the full suite of HR services at the organisational and client group levels.