

# Role Statement

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<b>Position title:</b>	Director People and Culture
<b>Position number:</b>	40001181
<b>Salary and Level:</b>	Level 8
<b>Reports to:</b>	General Manager Corporate Services (Class 1)
<b>Direct reports:</b>	Senior Manager Organisational Design and Development (Level 7) Senior Change Manager (Level 7) Manager Human Resources (Level 6)

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## The organisation

Lotterywest is the only State Government owned and operated lottery in Australia, where all the available profit is returned to Western Australians through community and statutory grants. Lotterywest has supported the Western Australian community for over 90 years. Its vision is to 'build a better Western Australia together.'

Lotterywest is the employing agency for Healthway, the only State Government agency dedicated to health promotion. For over 30 years, Healthway has provided grant funding to sports, arts and racing organisations, community activities, and health promotion projects and research. Healthway's vision is for a 'healthy and more active Western Australia.'

## About the business unit

Corporate Services is responsible for a significant component of the support functions critical to Lotterywest's operations. In addition to the support role, Corporate Services is responsible for overarching human resources, financial management, records management, project management, governance, security, assurance and compliance.

The business unit comprises seven streams being: Contracts; Finance Services; Legal Services; People and Culture; Corporate Planning & Reporting; Audit and Risk Management; and Information Management and Data Governance.

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## Key focus areas of the position

Reporting to the General Manager Corporate Services, the Director People and Culture is responsible for the leadership of human resource, workforce development and safety across Lotterywest; providing high-level strategic and operational advice to the CEO, the executive, senior leaders and supervisors, and human resource services to all staff.

A key focus of the role is the development and delivery of innovative human resource services which support and enable the achievement of the organisation's strategic objectives. The position is responsible and accountable for all aspects of the human resource; organisational capability functions and their governance; and for leading and implementing key people and culture initiatives.

The role has the following key areas of focus:

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- Overarching people strategy – Translates the organisations strategic plan, objectives and direction into a people solutions that deliver current and future workforce capability.
- Human resources advice, services and assistance –end-to-end recruitment, onboarding, payroll, human resource policy development and application support.
- Industrial and employee relations – Managing risk through quality control measures, compliance with public sector standards and best practice and representing the organisation in the event of disputes.
- Performance management – Integration of business plan objectives in performance review processes and provision of assistance with sub-standard performance.
- Organisation health, culture and change management - Assisting develop a positive culture and effective implementation of change initiatives.
- Employee health, safety and welfare – WHS, grievance management, wellness program and employee assistance program.
- Workforce capability
- Workforce diversity and inclusion – fosters a culture of diversity and inclusiveness that represents the community that we serve.

## Key responsibilities

### **Human resource planning and strategy**

- As a senior leader, contribute to whole-of-agency strategy setting, resource allocation, policy development and continuous improvement.
- Leads the development and implementation of plans (workforce plan) and strategies that build the right organisational capability and capacity to deliver Lotterywest's strategic outcomes.
- Leads the design, development and implementation of innovative human resource activities that align to best practice and Public Sector Standards.
- Identifies, responds to and reports on current and emerging human resource risks and trends.
- Develops human resource and cultural health performance targets and performance assessment methodologies, including relevant reporting mechanisms.
- Leads the provision of organisational design expertise to support ongoing organisational transformation activities aligned to support strategic plan outcomes and objectives.
- Leverages public sector initiatives to build Lotterywest and overall public sector capability.

### **Organisation capability, development and culture**

- Shapes, drives and delivers organisational development assessments, strategies and initiatives to continually enhance employee engagement and workplace outcomes across Lotterywest.
- Leads the design and implementation of strategies that build the right organisational culture to deliver the Lotterywest's strategic outcomes, and supports a positive values-based culture, innovation, and high-performance to meet customer needs.

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- Leads the design and implementation of talent and succession programs that align to current and strategic capability needs and fosters leadership capability.
- Leads the design and coordination of appropriate workplace and employee change management initiatives that reflect the ongoing needs of the organisation.
- Monitors and advises Executive on culture or behaviour that may be inconsistent with the organisation's Values, Code of Conduct or standards.
- Leads and manages processes underpinning employee performance assessments, reporting, and employee welfare services.
- Leads the learning and development function, including development and implementation of organisation-wide capability/competence frameworks (including the associated competence assurance standards) as well as a fit-for-purpose Learning Management System.
- Drives the development of the employee value proposition that builds alignment to brand, culture and supports the attraction and retention of talent.

### **Employee and industrial relations**

- Leads the development and implementation of an Employee Relations/Industrial Relations strategy and associated plans aligned to the aspired organisational culture and employee experience.
- Ensures all people and safety activities align to standards and frameworks governed by the public sector.

### **Health, safety and wellbeing**

- Leads and fosters a safety culture through strategies, frameworks and initiatives that promote physical and psychosocial safety and prioritises employee wellbeing.
- Delivers specialist advice and support to leaders that builds management capability to identify and manage safety risk and opportunity.
- Ensures effective safety management frameworks and systems are appropriate and aligned to workplace health, safety and injury management legislation.

### **Team leadership**

- Provides effective leadership and manage the People and Culture team to achieve the organisation's business goals, as well as a positive work culture.
- Effectively manage the assets and human, financial and technological resources and deliver accurate and timely performance and operational reports.
- Ensures high delivery standards of human resource and workplace services based on modern and robust systems, processes and staff culture.

### **Human resource operational services**

- Leads the development, implementation and evolution of human resource policies, procedures and standards and drives innovation in human resource leadership and management practices across the organisation.
- Leads the development of human resource management systems to support the achievement of corporate outcomes.

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- Ensures employee recruitment, induction, retention and departure processes meet best practice standards.
- Leads the provision and assurance of an accurate, timely and compliant payroll service.

### **Stakeholder advice, management and liaison**

- Provides expert advice and guidance in relation to complex human resource matters, workforce planning, organisational and job design, performance management, industrial relations, employee health, safety and welfare, governance, integrity and corporate reform initiatives.
- Ensures the People and culture function (inc. work health and safety) is viewed by Department leaders as a trusted partner, adviser and thought leader that continually delivers value based on a deep understanding of the Lotterywest's purpose, objectives and operations.
- Maintains effective relationships externally to maximise organisational objectives.
- Collaborates with other agencies and contributes to sector wide people related strategy setting, policy development and continues improvement.

### **Reporting**

- Facilitates effective human resources reporting and analysis to meet statutory obligations and support strategic decision making and continuous improvement.
- Leads the provision of strategic workforce data and analysis to the executive and senior managers. Promotes the use of this data and analysis to enhance decision making, review and challenge performance and forecasts.

### **Other**

- Other duties as required

## **Mandatory / special role requirements**

- Police Clearance

### **Mandatory**

- Significant leadership experience in delivery of contemporary organisational capability, culture and workforce management in a complex organisation.
- Demonstrated capacity to build and sustain relationships across all levels, foster collaborative behaviour and positively influence to deliver high quality outcomes.
- Demonstrate the behaviours within the leadership context of Leading Leaders as outlined below.

### **Desirable**

- Knowledge and understanding of public sector frameworks that relate to workforce management.

## **Leadership Context**

*Leadership Expectations* provides a common understanding of the mindsets and expected behaviours required of all our employees and the public sector.

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The leadership context for this role is **Leading Leaders**.

<b>Expected behaviours</b>	
<b>Lead collectively</b>	You continuously seek to align your work to support an agency wide perspective
<b>Think through complexity</b>	You think critically and strategically to solve problems and enhance effectiveness.
<b>Dynamically sense the environment</b>	You read patterns, trends and or connections – both internal and external to your work environment – that impact the work of your business area
<b>Deliver on high leverage areas</b>	You identify high leverage areas for your leaders, proactively communicating priorities and adjusting as necessary.
<b>Build capability</b>	You identify talent, enabling development opportunities and engaging in strategies that support talent retention in the sector
<b>Embody the spirit of the public service</b>	You promote respect and ensure your teams operate ethically, identifying any unethical behaviour early and resolving it expediently
<b>Lead adaptively</b>	You are continually learning and adjusting your approach to be effective in the changing work environment.

**Authorised by:**

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**Stella Rapanaro**  
**A/General Manager Corporate Services**

Date: 25 June 2024