

# Position Profile



<b>Position:</b>	<b>Manager, Talent &amp; Organisational Development</b>
<b>Team:</b>	People, Culture & Safety
<b>Org unit:</b>	Operations – Shared Services
<b>Industrial coverage:</b>	Non-award
<b>Position number:</b>	<i>tbc</i>
<b>ANZSCO code:</b>	<i>Tbc</i>
<b>Approval status</b>	Approved
<b>Date reviewed:</b>	29 November 2022

## Organisation purpose

**A different brilliant®** - understanding, engaging and celebrating the strengths, aspirations and interests of people on the autism spectrum.

**Vision:** The best opportunities for people on the autism spectrum.

**Mission:** We work with people of all ages on the autism spectrum, delivering evidence-informed solutions that are person-centred, family-focussed, and customer-driven.

**Values:** We are passionate about people, about being positive, and about what's possible.

## Team purpose

To guide, support, and enable Aspect to lead, manage and grow our people and their talents in a safe and inclusive workplace, for the good of Aspect, our customers, and community.

## Position purpose

To lead the development and implementation of talent and organisational strategies, solutions and services to support the delivery of business unit workforce strategies and Aspect's strategic plan.

## Key accountabilities

### Talent and Organisational Development

- Design, develop, implement and manage services, solutions, frameworks, programs and processes that are aligned with Aspect's strategic plan and business unit business plans, encompassing:
  - leadership development
  - organisational development
  - organisational culture
  - workforce capability and performance
  - talent development
  - learning and development
  - diversity, equity, inclusion and belonging
- Partner with Workforce Strategy colleagues and business units to contribute to development and implementation of workforce strategies
- Lead development and delivery of Aspect-wide strategic initiatives, in particular:
  - diversity, equity, inclusion and belonging strategy and delivery model
  - Autistic employment strategy

- First Nations employment strategy
- learning design and management governance and practices
- Design and implement a standard for an organisation-wide approach to learning design and delivery, using adult learning principles in Aspect's context, and build and coordinate an Aspect learning and development community of practice.
- Provide advice and coaching to leaders and other internal customers in areas of subject matter expertise and responsibility.
- Lead and/or contribute to PCS projects in line with subject matter expertise and areas of responsibility
- Build and maintain effective relationship with internal and external stakeholders and providers

#### **Team culture and development**

- Contribute to and promote a team culture of continuous improvement and high performance.
- Ensure ongoing training and development is provided to team members to build subject matter knowledge and key capabilities
- Collaborate with team members to ensure the development and regular review of meaningful individual performance development and review plans that are clearly aligned to strategic objectives and focused to develop the individual.

#### **People, Culture & Safety functional development**

- Contribute to shaping PCS strategy and continuous operational improvement through knowledge of Aspect's business, the external context, and contemporary practice in own area of expertise.
- Contribute to operational management of the PCS team, including business planning, budgeting and reforecasting, stakeholder reporting (including the Executive and the Board).
- Contribute to the development of the PCS team collective knowledge and team spirit through participation in and leadership of learning and team building activities

#### **Safeguarding the people we support**

Aspect is committed to providing an environment free from abuse, neglect and exploitation of the people we support.

- Coordinators, Managers and Executive are responsible for ensuring that staff:
  - follow safeguarding guidelines as outlined in Aspects Safeguarding the People We Support Policy and Code of Conduct.
  - complete all mandatory safeguarding training.
  - comply with mandatory reporting and legal requirements.
- Coordinators are required to alert next-level managers to any concerns and/or issues that may warrant investigation.
- Managers and Executive are required to:
  - be the escalation point for all concerns and/or issues and investigate, in consultation with the relevant business unit.
  - promote a safeguarding culture and educate staff in understanding the need for ongoing vigilance.

#### **Work health and safety**

Members of the Aspect leadership network are considered Officers under the work health and safety legislation and, accordingly, are responsible for ensuring Aspect has arrangements in place to comply with legal obligations.

- Fulfil your obligations to ensure Aspect complies with its work health and safety obligations under WHS laws.
- Hold managers within your business unit accountable for their health and safety responsibilities.
- Fulfil your duty to exercise due diligence. Due diligence means you must:
  - acquire and keep up to date knowledge of work health and safety matters
  - understand the operations of the business and the hazards and risks involved
  - ensure appropriate financial and physical resources and processes are provided to enable hazards to be identified and risks to be eliminated or minimised
  - ensure information regarding incidents, hazards and risks is received and the information is responded to in a timely way
  - ensure the business has, and implements, processes for complying with any legal duty or obligation
  - verify the provision and use of resources and processes.

## Reporting lines

<b>Direct manager:</b>	Head of People, Culture & Safety
<b>Direct reports:</b>	<ul style="list-style-type: none"><li>• Learning &amp; Development Consultant</li><li>• Senior Inclusion Officer and 1 direct report</li></ul>

## Essential requirements

- Relevant tertiary qualifications or relevant equivalent work experience, or a combination of study and work experience in organisational development, learning, human resources, or other relevant discipline.
- Leadership experience and the ability to manage the workflow and performance of the team to achieve the strategic priorities.
- Thorough knowledge of contemporary practices in the field of organisational development, talent development, learning, workforce capability and performance, and diversity and inclusion, with demonstrated achievements in leading strategies and initiatives from conception to completion.
- Strong interpersonal, communication, negotiation, and influencing skills that demonstrate a capacity to build and maintain relationships with leaders.
- Coaching, presentation, training, facilitation, and program design skills developed through substantial applied and demonstrated expertise in the facilitation of individuals and teams and in building the capability in others.
- Mindset for positive change and commitment and aptitude for process improvement
- Willingness to travel to regional and interstate sites from time to time
- Completion of NDIS Worker Orientation Module
- Working with Children Check clearance (NSW)
- National Police Clearance

## Attributes and Capabilities

### People, Culture & Safety Team Attributes

<b>Business minded</b>	<b>Curious:</b>	<ul style="list-style-type: none"><li>• Actively seeks new information and opportunities that add value.</li><li>• Is future-focused, inquisitive and open-minded.</li></ul>
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		<ul style="list-style-type: none"> <li>Is self-reflective to learn from situations and experiences and works with the business to create an environment where people share ideas openly and learn from mistakes.</li> <li>Shows a deep curiosity in understanding the view of others</li> </ul>
	<b>Analytical:</b>	<ul style="list-style-type: none"> <li>Able to breakdown the complex into more manageable components, distil relevant information for critical and methodological analysis and examination to inform evidence-based decision making</li> </ul>
	<b>Agile:</b>	<ul style="list-style-type: none"> <li>Is responsive and adaptive to changing environments.</li> <li>Adapts thinking and approach to meet the needs of the situation</li> </ul>
	<b>Data literate:</b>	<ul style="list-style-type: none"> <li>Uses technology to access digital information, then acquire, analyse, and apply information to support better decision making.</li> <li>Uses information, insights and knowledge in a structured way to support the identify of problems and make robust recommendations and frame alternative explanations.</li> </ul>
<b>Connected</b>	<b>Caring</b>	<ul style="list-style-type: none"> <li>Acts with empathy and compassion.</li> <li>Seeks to understand and validate other's perspectives and emotions.</li> <li>Models appropriate self-care.</li> <li>Instils a caring culture.</li> </ul>
	<b>Ethical:</b>	<ul style="list-style-type: none"> <li>Is accountable for their actions and demonstrates integrity.</li> <li>Actively models and promotes the public service ethical principles, values and codes of conduct to foster an ethical environment.</li> <li>Makes sound, rational and ethical decisions.</li> </ul>
	<b>Inclusive</b>	<ul style="list-style-type: none"> <li>Operates with an open, growth mindset.</li> <li>Treats all individuals in a respectful and inclusive manner.</li> <li>Empowers others and provides a channel for the employee voice.</li> <li>Removes barriers and fosters inclusion throughout all aspects of work.</li> </ul>
<b>Trusted Advisor</b>	<b>Credible:</b>	<ul style="list-style-type: none"> <li>Demonstrates professionalism, emotional intelligence and builds credibility through contributing HR expertise to advise and influence others.</li> </ul>
	<b>Consultant:</b>	<ul style="list-style-type: none"> <li>Actively listens and digs deeper to understand underlying issues and root causes.</li> <li>Provides balanced advice drawing on expertise, experience and understanding of business context.</li> </ul>
	<b>Coach:</b>	<ul style="list-style-type: none"> <li>Provides coaching, mentoring and development to lift the capability and maximise the potential of leaders, partners and stakeholders.</li> <li>Applies active listening, questioning and feedback techniques to provoke self-insight in others</li> </ul>
	<b>Collaborator:</b>	<ul style="list-style-type: none"> <li>Builds partnerships and works collaboratively with others to achieve a shared objective.</li> <li>Seeks input from multiple perspectives and strategically leverages the skills, knowledge and talents of others.</li> </ul>

### Aspect Universal Capabilities

*Note: The Aspect universal capability framework is due to be implemented in February 2023. The capabilities set out below are based on the draft framework as at November 2022.*

<b>Bring your best self to work:</b>	<p><b>Actively self-manage:</b> Do what you need to do to be on time with you and your resources ready to go. Find purpose in what you do.</p> <p><b>Demonstrate self-awareness and awareness of impact:</b> Be kind and compassionate, learn from experience. Positivity is contagious.</p>
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	<p><b>Display resilience:</b> Understand that we are all learning. Be Flexible and patient. When things don't go to plan, own it, regroup and try again.</p> <p><b>Act with integrity:</b> Do the right thing even when nobody is looking. Be accountable and deliver on commitments.</p>
<b>Collaborate with others:</b>	<p><b>Use a person-centred approach:</b> Offer consistent, evidence-informed and timely customer service based on what the customer wants and needs</p> <p><b>Adapt to your customer:</b> Be appropriately flexible to meet customer needs</p> <p><b>Communicate clearly:</b> Use clear and relevant words, body language and technological supports. Listen and respond with respect.</p> <p><b>Develop knowledge of Aspect services:</b> Know where to go for help and understand where Aspect fits in the marketplace</p>
<b>Prioritise customer service:</b>	<p><b>Build ongoing professional relationships:</b> Collaborate within your team and across other business units</p> <p><b>Be inclusive and embrace diversity:</b> Create an environment of respect, value and collaboration by facilitating participation and contribution from all involved. Speak up when you see something is not right.</p> <p><b>Be a team player and make a positive contribution:</b> Collaborate with others to achieve successful outcomes. Speak up and participate actively. Challenge siloed thinking.</p> <p><b>Deal with the tough stuff:</b> Address conflict productively and commit to resolving where possible</p>
<b>Embrace autism:</b>	<p><b>Develop autism knowledge:</b> Use available evidence-informed research to always be learning</p> <p><b>Apply autism best practice:</b> Use the Aspect Comprehensive Approach, the Five Point Star, strengths and evidence-based approaches</p> <p><b>Work in partnership:</b> build positive results be partnering and co-producing with people on the autism spectrum, converting research into practice</p>
<b>Enable operations:</b>	<p><b>Use technology effectively:</b> Use technology effectively and safely to manage information &amp; help us function efficiently and as one organisation</p> <p><b>Understand data:</b> Use relevant evidence-based data sources to improve decision making and achieve effective outcomes</p> <p><b>Use critical thinking to inform problem solving:</b> Objectively analyse and evaluate available data, needs and perspectives before acting</p> <p><b>Develop financial understanding:</b> Maximise resources, minimise financial risk and work to understand financial impact</p> <p><b>Manage projects:</b> Understand and apply effective project planning, coordination and control methods</p>
<b>Practise safety and wellbeing:</b>	<p><b>Use safe working practices:</b> Comply with all policies, procedures and instructions to keep self and others safe</p> <p><b>Make sure the people we support are safe:</b> Protect the human rights of our clients, participants and students</p> <p><b>Pay attention to personal wellbeing:</b> Support positive emotion, engagement, relationships, meaning and achievement to be successful in all aspects of life.</p>
<b>Progress and innovate:</b>	<p><b>Be willing and prepared to change:</b> be open to change, embrace new opportunities and participate in conversations about change</p> <p><b>Think about creative ways to drive innovation:</b> understand Aspect's systems and processes and contribute ideas for solutions and challenges</p>

	<b>Aim for continuous improvement:</b> Always be learning and looking for new ways of doing things
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### Aspect Leadership Capabilities

Lead self:	Refer to the <a href="#">Aspect Leadership Framework</a> .
Lead others:	
Lead organisation – operations:	
Lead organisation – strategy:	
Lead organisation – innovation and change:	