

Job Title:	Manager of People and Culture	Job Category:	Full Time
Department/Area:	People and Operations	Travel Required:	As required
Reporting to:	Chief of People and Operations	Salary Packaging:	Yes
Direct Reports:	HR Mission Partners, Learning and Development Coordinator, Admin & Reception	Location:	Head Office

Role and Responsibilities

Reporting to the Chief of People and Operations, the Manager of People and Culture is accountable for developing and implementing the operational frameworks, plans and standards that give effect to the strategic direction set by the Executive Leadership Team for YouthCARE's people and culture. This translates into disciplined delivery that builds the capability, culture and wellbeing of YouthCARE's workforce (employed staff and volunteers), and actively drives the standards and culture that sit behind each of those processes.

The Manager of People and Culture develops each framework and plan in close collaboration with Senior Leadership Team members, whose teams will be the ones delivering service and mission through them, to build a culture of genuine ownership and engagement.

The Manager of People and Culture leads a regionally aligned HR Mission Partner team and the day-to-day delivery of YouthCARE's organisational learning and development function, and is a trusted operational partner to the CoPO on workforce delivery. The role carries accountability for employment compliance and people risk, and for ensuring that the day-to-day experience of working or volunteering at YouthCARE is itself an expression of the organisation's Christian mission and values.

Spiritual Leadership

- Model a genuine, growing Christian faith - understanding that the HR Mission Partners, Learning and Development Coordinator and wider workforce will look to the Manager of People and Culture to embody the values the organisation asks of them.
- Embed YouthCARE's mission and Christian values into every stage of the employee and volunteer lifecycle - attraction, recruitment, induction, development, performance, recognition and exit - so that every person who works or volunteers with YouthCARE experiences an organisation that genuinely reflects its own values.

- Model YouthCARE's values in the handling of sensitive people matters - respect and compassion in how people are treated through difficult processes, service in the responsiveness and care offered to those affected, and hope in ensuring that even hard outcomes leave people with dignity and a way forward.
- Champion the spiritual wellbeing of the People and Culture team, creating space for prayer, encouragement and genuine faith conversation as a natural part of team life.
- Participate actively in organisational prayer, spiritual formation and discernment opportunities.
- Must be actively engaged in the life of a Christian church that affirms the triune Godhead of Father, Son and Holy Spirit.

Workforce Planning and Strategy - Staff and Volunteers

- Develop and implement, in collaboration with the SLT, YouthCARE's workforce plan for staff and volunteers, giving effect to the strategic direction set by the ELT - forecasting demand by role type and region, identifying capability and supply gaps, and building plans to close them.
- Partner with the School Services Managers, and the Chief of School Services on matters of regional or strategic significance, to ensure chaplain and volunteer supply meets school demand across every region, with visibility of vacancy risk before it materialises.
- Develop and implement talent attraction strategies, in collaboration with the SLT, that build sustainable pipelines for hard-to-fill roles and regional locations.
- Develop and implement a distinct volunteer workforce strategy, in collaboration with the SLT, treating volunteers as a workforce in their own right, with dedicated attraction, onboarding, development, recognition and retention approaches.
- Work cross-functionally with the Executive and Senior Leadership Teams to maintain the accuracy and consistency of position descriptions, reporting lines and role classifications across the organisation, as teams grow and change.
- Work cross-functionally with the Finance Manager to provide the workforce data and input needed to cost staffing and structure decisions.
- Develop and maintain succession plans for critical roles, reducing key-person risk across the organisation.

Organisational Learning and Development

- Develop and implement YouthCARE's organisational learning and development plan, giving effect to the strategic direction set by the ELT, and drive a culture of continuous growth so that all staff and volunteers are equipped, compliant and growing in capability.
- Lead the Learning and Development Coordinator and the internal training function - including induction, mandatory compliance training, eLearning and face-to-face delivery.
- Establish and implement an organisational capability framework, aligned to the CoPO's capability priorities, that defines the skills, knowledge and behaviours

required at each level and role type, and use it to target development investment where it matters most.

- Oversee the MyCARE Learning Management System, ensuring training content is current, accessible, valuable to the staff and volunteers using it, engaging and accurately tracked.
- Ensure training content development is aligned to assessed organisational capability needs and delivered to a consistently high standard.
- Evaluate training effectiveness using evidence-based practice and current research, measuring not only completion, but capability change and impact on practice.
- Work with the CoPO and the SLT to identify opportunities for external program delivery, such as facilitator training and school incursions, that deliver YouthCARE's mission, enhance its brand and reputation and support income diversification, and lead the development and external delivery of agreed programs.

Performance and Talent Management

- Develop and implement YouthCARE's end to end performance management framework, giving effect to the standards and direction set by the ELT, and drive a consistent culture of high-quality, timely performance conversations across the organisation, covering cycle, tools, manager training and quality assurance.
- Work cross-functionally with the SLT, and direct the HR Mission Partner team, to deliver YouthCARE's annual performance and development review cycle, ensuring full completion and consistently high-quality feedback and development planning.
- Equip and coach managers to hold clear, fair and timely conversations about performance, conduct and expectations, to address underperformance early, and to build a culture of ongoing performance development and support rather than a once-a-year event.
- Work cross-functionally with the SLT, and direct the HR Mission Partner team, to ensure probation, suitability and performance review processes for staff and chaplains, ensuring decisions are timely, evidenced and defensible.
- Lead complex performance, conduct and grievance matters, including formal HR investigations - ensuring procedural fairness, appropriate escalation, and compliance with the Reportable Conduct Scheme.
- Identify, develop and retain talent - including emerging leaders - through targeted development, stretch opportunities and visible career pathways.

Staff and Volunteer Wellbeing

- Develop and implement a whole-of-organisation wellbeing strategy, shaped in collaboration with the SLT and giving effect to the direction set by the ELT, covering the physical, psychological, emotional and spiritual wellbeing of staff and volunteers, and drive a culture where wellbeing is genuinely lived, not just policed.
- Lead YouthCARE's response to psychosocial hazards - meeting Work Health and Safety obligations for psychological safety, ensuring risks such as workload,

exposure to trauma, isolation and role ambiguity are systematically identified, assessed and controlled, and building a culture in which raising a hazard or a wellbeing concern is safe and expected.

- Manage the Employee Assistance Program relationship - including contract, utilisation reporting and trend analysis - and ensure the service is well known, trusted and used.
- Lead ongoing engagement measurement for staff and volunteers - establishing a baseline, then measuring regularly through the year.
- Oversee injury management, return-to-work and workers compensation processes in a way that meets legal obligation and treats injured and unwell people with care.

Compliance and Employment Legislation

- Hold operational accountability for YouthCARE's compliance with Western Australian employment legislation and the state industrial relations system, relevant Commonwealth obligations, and the workforce requirements of the Department of Education Service Agreement.
- Maintain currency on legislative and industrial change, assess its implications for YouthCARE and work cross-functionally with the CoPO when any changes are required.
- Work cross-functionally with the CoPO and relevant Executive members to develop, review and maintain YouthCARE's HR policies, procedures and employment agreements - ensuring they are legally sound, current, practical and consistently applied.
- Manage industrial relations matters, engaging employment lawyers and CCIWA where appropriate, and ensuring the Executive is properly advised on risk, options and consequences.
- Work cross-functionally to ensure Working with Children Check, NCCHC and other clearance and screening obligations are met and actively monitored for all staff and volunteers, without exception.
- Maintain accurate, complete and secure employee and volunteer records, meeting privacy, record-keeping and audit obligations.
- Ensure people-related risks are captured in YouthCARE's risk management plan, with active mitigations and regular reporting to the CoPO.
- Work with the Manager - Systems, Quality, Risk and Compliance to ensure HR systems and data support compliance, reporting and audit requirements.

Leading the People and Culture Function

- Lead, develop and supervise the People and Culture team - including the HR Mission Partners and the Learning and Development Coordinator - setting clear expectations, providing regular supervision and building a high-performing, service-oriented team.
- Establish and embed the regional HR Mission Partner model - moving from a task-segmented HR Officer structure to Mission Partners who each hold end-to-end HR responsibility for a defined region.

- Ensure each Mission Partner can handle the full range of HR support for their region - recruitment, contracts, employee relations, performance, wellbeing and compliance - so schools, chaplains and managers have one known point of contact.
- Build consistency across the regional model through shared standards, common tools, agreed service levels and deliberate knowledge sharing, ensuring quality does not vary by region.
- Ensure HR systems, workflows and data (including MyCARE) support the regional model and provide reliable, timely workforce reporting.
- Develop and manage the People and Culture budget within the portfolio budget owned by the CoPO - including learning and development, recruitment and attraction, wellbeing and employee assistance, staff benefits and external advisory costs - ensuring expenditure is planned, justified and delivers value.
- Manage People and Culture contracts and supplier relationships - including the Employee Assistance Program, employment law advisers, CCIWA, recruitment and assessment providers and learning platforms - ensuring value for money, service quality and timely review or renewal.
- Monitor and report expenditure against budget, working with the Finance Manager to identify and explain variances early.

Cross-Functional Collaboration

- Act as the CoPO's primary operational partner for people and culture, developing and implementing the operational frameworks and plans that give effect to ELT-set strategic direction, and ensuring People and Culture activity is aligned with the wider operations portfolio, including risk, compliance and change priorities.
- Partner with the School Services Managers, and the Chief of School Services on matters of regional or strategic significance, on chaplain and volunteer requirements, placement, performance and support across all regions.
- Work closely with the CFO on workforce costing, and the integrity of people data across finance and HR systems.
- Collaborate with the Chief of Engagement on internal communications, cultural initiatives and staff and volunteer recognition.
- Work with the Manager - Systems, Quality, Risk and Compliance on HR systems, people data, workforce reporting and people-related risk.

General

- Contributes to the development and improvement of the performance of the organisation.
- Upholds the Vision, Mission and Values of the organisation.
- YouthCARE upholds and promotes Child Safe policies and procedures.

Key Performance Indicators

Spiritual Formation

- Personal spiritual formation: active and growing engagement in personal spiritual formation - including regular church attendance and intentional spiritual formation practices (e.g. prayer, Scripture, retreat, spiritual direction).
- Team spiritual formation: each direct report is actively supported in their own spiritual formation journey - including intentional spiritual formation conversations as a standing element of all 1:1s.
- Christian values are embedded across the employee and volunteer lifecycle. Evidenced in recruitment, induction, development, performance, recognition and exit processes.
- Staff and volunteers report that YouthCARE's internal culture genuinely reflects its Christian mission and values.
- Sensitive people matters are handled in a way that reflects hope, respect, compassion and service.

Workforce Planning and Strategy

- A current workforce plan is in place, approved by the ELT and reviewed at least once a year, with forecasts getting closer to reality each cycle.
- Chaplain and volunteer supply gaps identified and reported by region before they affect schools.
- Vacancy fill: average time to fill tracked by role type and region, reducing year-on-year.
- Staff retention: voluntary turnover at or below sector benchmark with exit themes documented and reported.
- Volunteer workforce strategy in place; growth in active volunteer numbers and retention at or above agreed targets.
- Organisational structure: position descriptions and reporting lines current and consistent.
- Succession plans current for all critical roles.

Organisational Learning and Development

- Compliance training: 100% of staff and volunteers complete mandatory training within required timeframes.
- Capability framework in place, applied across all role types, and used to direct development investment.
- MyCARE LMS content current and accessible; completion data reliable and reported.
- Training quality: participant satisfaction at or above benchmark.
- Training effectiveness: evaluation demonstrates capability change and impact on practice, not completion alone.
- External training: programs with market value identified with the CoPO; agreed programs developed and delivered externally, meeting quality and revenue targets.

Performance and Talent Management

- Performance and development reviews completed for 100% of staff and chaplains within the annual cycle.
- Probation and suitability decisions made within required timeframes, evidenced and defensible.
- Investigations completed within agreed timeframes with procedural fairness maintained; Reportable Conduct obligations met without exception.
- Identified emerging leaders have active development plans; retention of identified talent tracked and reported.

Staff and Volunteer Wellbeing

- Wellbeing strategy in place, resourced and progressing against agreed milestones.
- Psychosocial risk register current; all identified hazards have active, documented controls.
- EAP utilisation and trends reported quarterly; awareness and confidence in the service confirmed through engagement measurement.
- All workers compensation claims have a return-to-work plan; claims managed within policy and legal obligation.

Compliance and Employment Legislation

- Zero material employment law, industrial relations or Service Agreement compliance failures.
- 100% Working with Children Check, NCCHC and clearance compliance maintained at all times.
- Legislative and industrial changes assessed and responded to within agreed timeframes.
- Employee and volunteer records complete, accurate and secure.
- People-related risks captured in the risk management plan with active mitigations.

Leadership of the People and Culture Function

- Regional HR Mission Partner model implemented and operating by agreed milestone.
- Schools, chaplains and managers know their point of contact and report high satisfaction with HR support.
- HR systems and workforce reporting reliable, timely and supporting the regional model.
- Team engagement and retention within the People and Culture function at or above the organisational average.
- Expenditure managed within approved budget; variances identified, explained and addressed early.
- Contracts and supplier arrangements reviewed on schedule, with value for money demonstrated at renewal.

Selection Criteria

Essential

- Demonstrated experience leading a people and culture or human resources function at senior leadership level, with evidence of moving a team from transactional service delivery to genuine strategic partnering.
- Deep and current knowledge of employment law and industrial relations as it applies in Western Australia, including state awards and agreements, Work Health and Safety obligations and relevant Commonwealth requirements.
- Proven experience in workforce planning and organisational development, including capability frameworks, succession planning and organisational design.
- Demonstrated experience designing and leading learning and development strategy, including compliance training, leadership development and learning management systems.
- Demonstrated experience leading complex employee relations matters and formal investigations with procedural fairness, discretion and sound judgement.
- Demonstrated experience leading a volunteer workforce alongside an employed workforce.
- Track record of building staff wellbeing and engagement, including psychosocial risk management within a dispersed or field-based workforce.
- Demonstrated ability to lead people through organisational change with rigour, fairness and pastoral care.
- Strong analytical capability - able to use workforce data to identify issues, build a case and measure impact.
- Excellent interpersonal and communication skills, with the ability to build trust across a geographically dispersed organisation.
- Deep personal Christian faith, actively expressed through church participation and personal spiritual formation - and genuine alignment with YouthCARE's mission to express God's love and presence in educational and other communities.
- Must be actively engaged in the life of a Christian church that affirms the triune Godhead of Father, Son and Holy Spirit.
- Tertiary qualification in Human Resources, Organisational Psychology, Business or a related field.
- Current Working with Children Check and NCCHC clearance, or ability to obtain.
- Current valid driver's licence and willingness to travel regionally.

Desirable

- Experience in a not-for-profit, education, church or community services context.
- Postgraduate qualifications in human resources, organisational development or a related field; AHRI membership.

- Familiarity with HR and Learning Management systems.
- Experience operating within a government service agreement or funded-service environment.

Reviewed By:		Date:	
Approved By:	Tamsyn Cullingford	Date:	17/9/2026