



APPLICANT PACK

Chief People Officer

City of Gold Coast



**Leading
Roles**
People ▶ Performance ▶ Partners

CITY OF
GOLDCOASTTM

Message from the CEO

Dear Candidate,

The City of Gold Coast is changing. A sweeping reform of our organisation is underway, representing the most significant changes to the City of Gold Coast since 1995.

At the heart of this transformation is our unwavering commitment to improving our services for the vibrant and diverse community of the Gold Coast. We recognise the evolving needs and aspirations of our residents, and it is our utmost priority to exceed their expectations by delivering innovative and efficient solutions.

To bring our vision to life, we have developed a new organisational structure that comprises seven distinct departments, each playing a crucial role in the framework of the new City of Gold Coast. These areas are:

- Invest Gold Coast
- Service Gold Coast
- Business Services
- Environment, Heritage and Resilience
- Strategy, People, and Performance
- Infrastructure Gold Coast
- Planning and Regulation

By joining City of Gold Coast as a leader, you will have the unique opportunity to contribute to the transformation of our beautiful city, ensuring a sustainable, prosperous, and inclusive future for all.

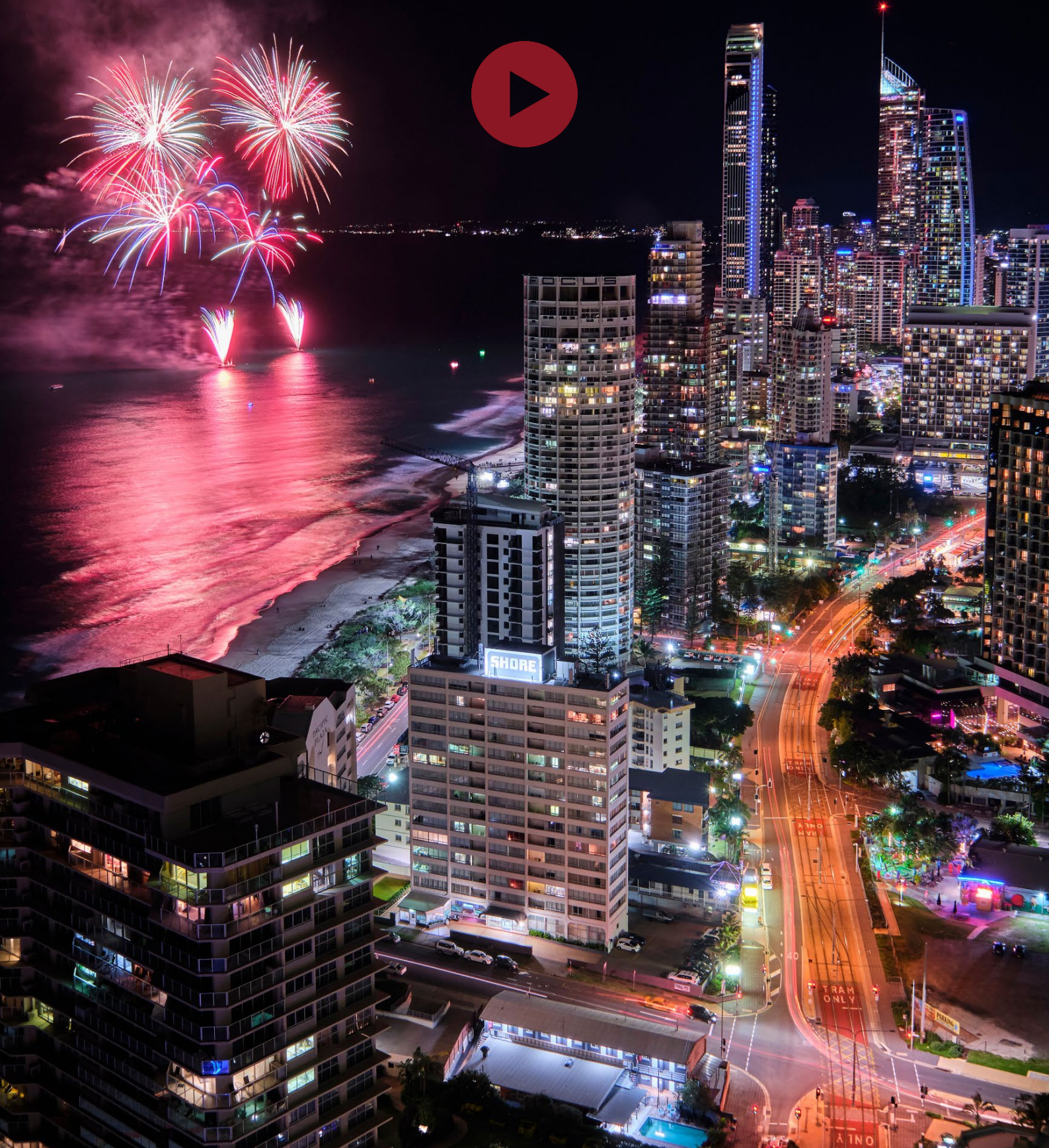
There has never been a better time to become a part of City of Gold Coast. We are on the cusp of something extraordinary, where your expertise, passion, and dedication can make a significant impact. Together, we can create a City of Gold Coast that sets new standards in service delivery, sustainability, and community engagement.

I invite you to explore the exciting career opportunities within the City. Let us embark on this remarkable journey together and shape the future of the Gold Coast.

Warm regards,
Tim Baker CEO, City of Gold Coast



Be part of shaping the
future of the Gold Coast



Contents

<u>The Opportunity</u>	5
<u>About City of Gold Coast</u>	11
<u>Living in the Region</u>	13
<u>Recruitment Process and Timeframes</u>	16
<u>Contact</u>	17
<u>Attachment: High-Performance Principles</u>	
<u>Attachment: Position Description</u>	

We respectfully acknowledge the Traditional Owners, the Yugambeh language region of the Gold Coast, as the custodians of the land and waters, on which we work, live and play. We pay respects to the broader First Nations community and to Elders, past, present and emerging and acknowledge their continuing culture and contribution to the life of the region.



The Opportunity

Australia's Gold Coast, renowned for its tourism, business, and events, offers one of the best lifestyles in the world. As a thriving city situated in Queensland's southeast corner, the Gold Coast boasts 57 kilometres of stunning coastline and ranks as Australia's sixth-largest city. The City of Gold Coast, home to over 635 000 people, embraces diversity with almost one in three residents born overseas.

Under the visionary leadership of CEO Tim Baker, the City of Gold Coast is embarking on a transformative journey to revolutionise service delivery for the community. Central to this transformation is a newly designed, strategy-led organisational structure that includes seven distinct departments.

The City is now seeking a highly strategic, experienced and engaged Chief People Officer to lead its human resources and organisational development functions and be a key leader and contributor to the City's change project.

POSITION OVERVIEW

This position is a pure Chief People Officer role, focused on addressing the organisation's evolving human resourcing needs and leading a contemporary People and Culture branch.

The Chief People Officer reports to the Executive General Manager, Strategy People and Performance and leads a branch with 115 staff, who are responsible for a wide range of human resourcing functions. The City employs around 4500 staff and has a payroll of over \$500M.

The new Chief People Officer will be a trusted advisor to the CEO and Executive Team and has a key role in the development and performance of the organisation.



The Role

The City is seeking a people and culture leader who has extensive experience in the leadership of the human resourcing strategy and functions in large and complex organisations.

The successful candidate will have strong strategic and tactical capability and be fearless, driven and structured in tackling the short and long-term challenges of an organisation that is undergoing the early stages of transformation. The City's Chief Executive has a keen interest in this role, and performance uplift of the of People and Culture functions is a high priority.

The organisation's People and Culture practitioners are highly competent and dedicated professionals and are eager for strategic direction and strong leadership. The team will thrive with a leader that brings an organisational maturity and performance improvement focus and builds the confidence in the team to bring out its full potential.

Key Responsibilities

The City's establishment of this position in the new structure represents a renewed focus and commitment to creating a high performing organisation through the capability, performance and culture of its people.

The objectives for the Chief People Officer include;

- the development and implementation an integrated People Strategy that enables the achievement of the City's business outcomes,
- building engagement and becoming a trusted partner to the business and,
- leading and activating the People and Culture team that grows, optimises and uplifts the organisational capability of the City through its' employees.



Key Projects, Goals and Targeted Outcomes

Strategic Leadership

As a priority, the new Chief People Officer will develop and execute an integrated people strategy for the organisation that is aligned to the organisational strategic plan. This will be an urgent priority for the new Chief People Officer.

Organisational Review

Conduct an organisational review of the People & Culture function to identify priorities, optimise resource allocation and the performance of the team, fill the structure and gather the information to inform the Departmental plan and budget for the 2024/5 financial year.

Team Performance and Organisational Engagement

Review the team's performance, reputation and support within the organisation and drive improvement through engagement, improved service levels and development of a responsive, proactive and contemporary culture within the team that is aligned to the City's High Performance Principles (attached).

The City's People and Culture functions and team have endured leadership turnover in recent years, and will thrive under a leader who brings energy, experience and contemporary practices to the organisation.

The People and Culture team will rise and respond to a Chief People Officer who builds upon its capability and works consistently to improve its culture and brand, improving attraction, retention, awareness and pride in the work and outcomes of the team.

Industrial Relations & Employee Relations

Bring substantial experience and expertise to the City's Industrial Relations and Employee Relations matters, creating excellent business outcomes and building trust and confidence in the organisation and its stakeholders.

Key Projects, Goals and Targeted Outcomes, continued

Payroll Transformation

The council is seeking to transition from operating a weekly to a fortnightly payroll. Strong industrial and employee relations skills are required, with a focus on engaging with staff and unions constructively.

Team Leadership

Provide direction, guidance and support to the team, ensuring role clarity and fostering a dynamic, motivating atmosphere.





Organisational Contribution

The Chief People Officer will be a key member of the newly established management team within the Strategy, People and Performance Department. Peers to this role will include the General Manager Strategy, Performance & Transformation, Chief Risk and Audit Officer, General Manager Work Health and Safety, General Manager Games Coordination and General Counsel. The Strategy, People and Performance Department commenced operations on 1 November 2023.

The role will ensure the People and Culture Branch deliverables are aligned with the Department's purpose of *"We lead into the future, setting the strategy for the organisation using our deep understanding of the community and our people, looking over the horizon for innovative opportunities, and driving a high performing organisation. We lead safety practices across the organisation, ensuring our people operate in a safe and healthy manner."*

The Person

The City is seeking a Chief People Officer that has experience in leadership of the human resources functions in large and complex organisations, brings a strong commercial mindset to their work and their team, and can move seamlessly between the strategic and operational requirements of the role.

Critically, the new Chief People Officer must be an exceptional leader who will create and sell a compelling vision for the future of human resourcing at the City, building consensus and commitment by demonstrating value and through building excellent, productive relationships.

Above all, the new Chief People Officer must be a genuine "people person", who brings a mix of positivity and energy, and engaging and motivating attributes to their role and contribution.



Selection Criteria

- Bachelor's degree in Human Resources, Business Administration, or a related field; a Master's degree is preferred.
- Minimum of 10 years of senior leadership experience in the Human Resources discipline within large and complex organisations.
- Proven experience in driving cultural transformation and change management.
- Strong knowledge of employment law, labor relations and HR best practices.
- Excellent communication and negotiation skills.
- Strategic thinker with a demonstrated ability to develop and execute strategy in large and complex organisation.

Join us in shaping the future of the City of Gold Coast and contributing to the well-being of our community.

Some links for further reading

[Human Resources Director Magazine Employer of Choice Award](#)



About City of Gold Coast

The City of Gold Coast is the second largest local government in Australia and serves a community of approximately 650,000 residents. The council employs around 4,500 staff and has an annual budget of \$2.2 billion.

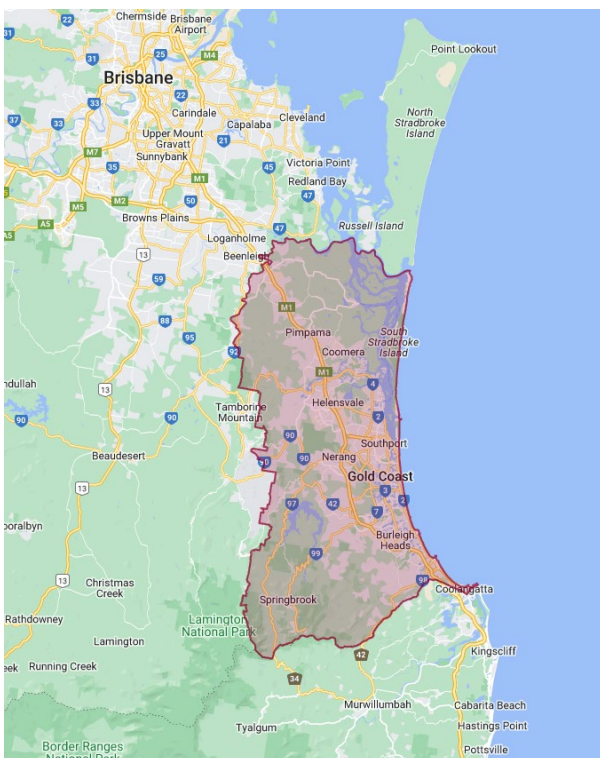
The City of Gold Coast is divided into fourteen (14) divisions and encompasses the entire Gold Coast region which stretches along the southeastern coast of Queensland. The region includes diverse communities such as Surfers Paradise, Broadbeach, Burleigh Heads, Coolangatta and many others.

The region is known for its vibrant tourism industry, beautiful beaches and a growing population, currently estimated at 647,824 residents (2022).

The City of Gold Coast covers an area of more than 1,400 square kilometres with commercial and urban development, over 55 kilometres of beaches, more than 270 kilometres of navigable waterways and a world heritage forest.

The City plays a crucial role in fostering economic growth and development in the region. It supports local businesses, promotes tourism, attracts investment, and works to create employment opportunities.

The Gold Coast has a diverse economy, with sectors such as tourism, hospitality, construction, education, health, and professional services playing significant roles.



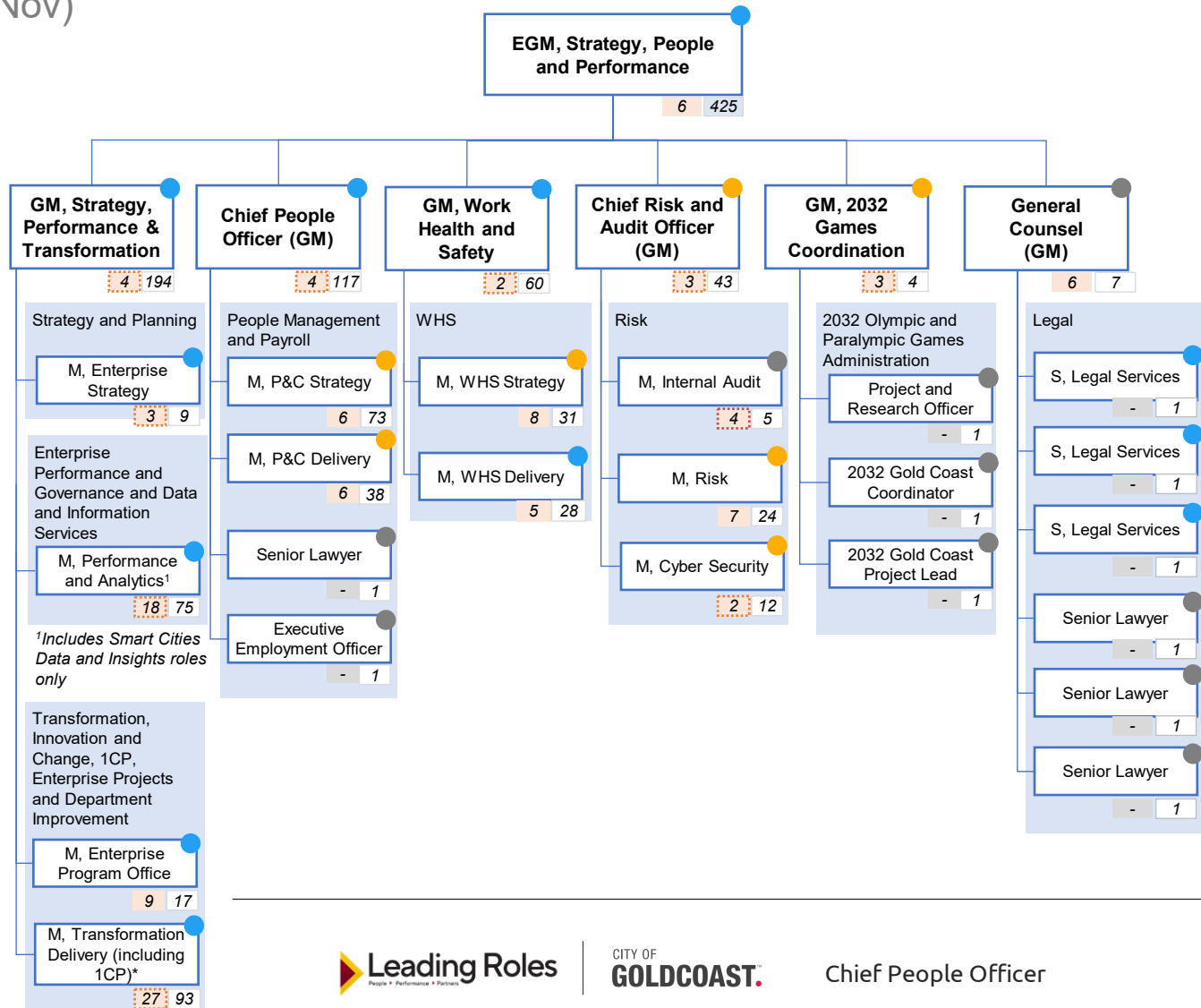
Links to Council Information



Strategy, People and Performance | Department structure

Future state department leadership structure for Strategy, People and Performance (1st Nov)

Span and FTE Key:
 Span of Control
 Total FTEs
 Spans not between 5-10
 Role is exempt from span analysis





Living in the Region



Housing

Housing on the Gold Coast is diverse, offering a range of options to accommodate the needs and preferences of its residents. Property prices can vary significantly depending on factors such as location, property type, size, and proximity to amenities. Beachfront and waterfront properties, as well as those in highly sought-after suburbs, tend to command higher prices.



Educational Facilities

The City of Gold Coast is well-served by both state and private school facilities, there are more than 100 schools throughout the region. For those wishing to further their education, there are three universities and several Queensland TAFE campuses along with other independent tertiary education facilities all located throughout the City of Gold Coast.



Healthcare

There are excellent medical facilities in the region with both public and private hospitals readily available including Gold Coast University Hospital, Robina Hospital and the Varsity Lakes Day Hospital. The region is home to medical centres, private health centres, dental practices, aged care facilities and other traditional and non-traditional medical practitioners.



Living in the Region



Shopping & Dining

The City of Gold Coast is abundant with shopping choices, from major shopping centres to quaint boutiques and art galleries. The dining is second to none in the region, with fresh local produce and dining options ranging from fast food and cafe dining to 5-star restaurants.



Sports & Recreation

The City of Gold Coast is spoilt for choice with excellent sports and recreational facilities, and many sporting clubs in the region including football, netball, soccer, rugby union and tennis to name a few. If you prefer more leisurely pursuits and getting outdoors the region is a haven for exploring local beaches, national parks and local waterways.



Getting Around

City of Gold Coast is located approximately 1 hour and 15 minutes south of Brisbane and 41 minutes north of Tweed Heads by road. Located in the suburb of Coolangatta, the Gold Coast Airport is the primary airport serving the region. It is situated close to the Queensland-New South Wales border and is approximately 25 kilometres south of Surfers Paradise. The airport offers domestic and international flights, connecting the Gold Coast to various destinations within Australia and overseas.

Destination Gold Coast



Recruitment Process and Timeframes

How To Apply?

Please submit your application via the Leading Roles website. Please upload:

- Your CV
- A covering letter addressing the Selection Criteria

Evaluation Process

Leading Roles and the City of Gold Coast will determine a shortlist of suitable applicants based on desktop review of applications and initial interviews with a select group of applicants.

Applicants that have been shortlisted will be advised and asked to attend an interview with the interview panel. City of Gold Coast may elect to undertake further interviews as required.

Preferred applicants will be required to undertake psychometric assessments to assist in understanding the working preferences and attributes and potential fit to the role.

Following the selection of a preferred applicant the City may require further checks including reference checks, criminal history checks and medical assessments.

You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at the offer stage.

 Applications Open	<ul style="list-style-type: none">• W/C Monday 6 November 2023
 Applications Close	<ul style="list-style-type: none">• 5pm Tuesday 21 November 2023
 Initial Assessment	<ul style="list-style-type: none">• Week Commencing 20 November 2023
 Council Interviews	<ul style="list-style-type: none">• 27 November – 1 December 2023 (TBC)

*Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and applicant availability.

Privacy Information

Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. It will not be given to any other person or agency unless you have given us permission, or we are required by law.



Mark Ogston


Chief Executive



Mark founded Leading Roles in 2012 to provide specialist assistance in recruitment and human resource related projects for councils, and he is a passionate advocate for the development and performance of the local government sector.

Mark leads all our client engagement, the Leading Roles recruitment team and undertakes executive level recruitment projects for the company.

CONTACT

 0407 674 412

 mark.ogston@leadingroles.com.au



Leading Roles

People ▶ Performance ▶ Partners

APPLY NOW AT WWW.LEADINGROLES.COM.AU



ATTACHMENT

High-Performance Principles

High-Performance Principles

People are our priority

1 Health and safety is our number one priority.

We are all responsible for maintaining a culture of health and safety. We promote a physically and psychologically healthy workforce. We have zero tolerance for unsafe work practices.

2 Our behaviours are more important than our results.

We know what appropriate behaviours are and we act accordingly. We do not compromise our behaviour to achieve an outcome. We take action to address poor behaviour and acknowledge and reward exemplary behaviour.

3 We respect and empower each other.

We are inclusive and diversity is our strength. We are committed to developing our people and we share our knowledge to build collective capability. We value and trust each other's subject matter expertise and we have an open mind.

4 We have fun!

We bring energy and enthusiasm to the workplace. We don't take ourselves too seriously and we actively get to know each other. We see the best in each other and have positive interactions, making our work life enjoyable for one another.

The Gold Coast is at the heart of everything we do

5 We put the interests of our city first and courageously challenge everything else.

Everything we do is to support and improve our community. We understand the impacts of our actions on our city before we act. We challenge the status-quo. We are committed to continual improvement and driving efficiencies.

6 We are one City Administration.

We work together for our common purpose. We utilise our resources to collectively achieve outcomes for the benefit of the city. No one area is more important than the other and we actively help others in pursuit of our common goals.

7 Compliance is critical to our success.

We understand the importance of compliance and know our obligations. We are transparent and accountable. Our governance frameworks are fit for purpose and we ensure our decision making is effective, ethical, legal and in the public interest.

We pursue growth and success

8 We are solutions focused and deliver on our commitments.

We find a way to get to yes. We communicate, consult and then we act. We clearly define responsibilities and take personal accountability. We deliver quality outcomes on time and within budget and agreed risk tolerances. We clearly communicate to stakeholders when deadlines are not met.

9 We are committed to delivering value for money services for our city.

We understand that delivering value for money services for the city's ratepayers is central to everything we do and respect that we are spending public money. We recognise that a strong financial position delivers sustainable outcomes for our city. We support the city's economy and buy local when we can.

10 We celebrate our successes, embrace our failures, and learn from both.

We look for opportunities for growth and improvement in everything we do. We actively seek feedback with genuine intent. We understand when it is acceptable to make a mistake and when mistakes will not be tolerated.



What does **high-performance** look like?



+



+



First, we act
in accordance with our
agreed behaviours

then, we deliver
more than what
is expected

and we are able
to prove it
through regular reporting





ATTACHMENT

Position Description

Chief People Officer

Department name	Branch name	Position classification	Number of direct reports	Line manager position title
Strategy, People and Performance	People and Culture	General Manager	4	Executive General Manager Strategy, People and Performance

Roles and responsibilities

- Lead a Branch comprised of approximately 115 staff who are responsible for providing services relating to business partnering, recruitment, training and development, workforce planning, graduate programs, culture, HR operations, payroll, workplace relations and integrity and ethical standards.
- Drive people and culture efficiencies relative to partnering with the business to provide a fit for purpose people strategy and other services across all facets of a human resource function.
- Set the Branch direction, oversee operations and optimise relationships with internal and external partners and stakeholders.
- Deliver and maintain systems and processes across all Branch functions for planning, delivery, measurement, dynamic reporting, risk management and governance.
- Drive high safety and wellbeing awareness and a culture of care and respect for the work environment.
- Implement and sustain initiatives to ensure all activities undertaken by the Branch reflect the organisations High Performance Principles.
- Build strong relationships and trust through liaising and partnering with external organisations, other levels of government and executives across the City to ensure optimal delivery outcomes.
- Establish, monitor and deliver agreed levels of service provision, that meets the needs of the organisation now and in the future, having regard to legislative requirements, Council policy, current industry and best practice.
- Support the Executive General Manager, with the development and communication of the Council Plan, Organisational Plan, Department Business Plan and service plans.
- Deliver assigned outcomes and activities from the Council Plan, Operational Plan, Department Business Plan and service plans including progress reports.
- Ensure effective and efficient management and development of the Branch's human resources and budget (including expenditure monitoring), reporting any exposure or potential exposure to the Executive General Manager.
- Demonstrate creativity, foresight, and mature judgment in anticipating and solving unprecedented/unique/complex people and culture matters.
- Maintain awareness of relevant political, social and legislative developments that may impact on the achievement of Branch objectives.
- Continuously evaluate which human capital strategies are most effective, in collaboration with business owners and ensure strategies are developed and/or modified to meet the objectives of Council and organisational plans.
- Drive, lead and inspire through leadership and role modelling the High Performance Principles.
- Be an ambassador for upholding governance and compliance requirements.
- Contribute to methods that ensure the City has the right talent in place through best practise and contemporary recruitment methods (including attraction and retention).
- Ensure people and culture insights are gathered and considered to continuously leverage and enhance the City's reputation as an employer of choice.
- Contribute to ensuring appropriate methods are established that ensure high performance principles are applied and adhered to throughout the organisation.
- Ensure appropriate, effective and contemporary performance management, employee development, succession planning and workforce planning processes and practises are developed/maintained, understood and applied throughout the organisation.
- Ensure the business are continuously educated on all facets of best practise human resource management.
- In collaboration with the business, lead initiatives that increase engagement and improve culture that results in employees feeling motivated, rewarded, valued and empowered, in order to achieve organisational success.
- Ensure appropriate compensation and benefits programs and practises are developed and/or maintained/improvement and monitored for effectiveness (in consideration of relevant legislation).
- Ensure effective controls, education, policies and processes are in place to mitigate risk and/or limit the potential for breaches to occur (in regard to people related policies, relevant legislation and industrial laws).
- Contribute to ensuring appropriate systems are in place to manage human resource data and practises, in collaboration with the Chief Information Office and in consideration of relevant legislative requirements.
- Ensure relevant people policies, procedures and the City's Certified Agreement are maintained and fit for purpose.
- Ensure flexible workplace strategies are developed and implemented across the organisation that support the CEOs vision of becoming the most flexible workplace in Australia.



Chief People Officer

Competencies

Competency	Competency definition	Level	Level definition
Leading People	Lead people to build a positive and productive organisation aligned to our City Vision.	Strategic	Drive to transform and develop management, leading strategically with vision and modelling the highest standard of leadership and performance.
Influencing and Partnering	Build internal and external relationships, developing connections that shape our future.	Managerial	Encourage stakeholder engagement, modelling high level influential partnerships directed at improving business and service outcomes.
Executing Vision	Understand and develop strategic direction, exercising decision-making that delivers the City Vision.	Strategic	Inspire the workforce and community by creating a vision of the future, guiding priority projects and setting long term plans.
Business Acumen	Understand, plan and apply commercial processes in order to optimise value, mitigate risk and maximise results.	Managerial	Ensure the organisations projects and plans are commercially competitive and promote financial and business high-performance.
Good Governance	Maintain a holistic perspective, understanding and applying policy, legislation and contemporary systems and processes.	Managerial	Promote a culture of quality, efficiency and awareness to ensure compliance, contemporary processes and competitive service.
Portfolio Management	The centralised management of one or more portfolios, which includes identifying, prioritising, authorising, managing, and controlling projects, programs and other related work to achieve specific strategic business objectives.	Managerial	Delivers services and links programs of work to the overarching strategies for a Branch. Comprehensively applies portfolio management methodology for internal function of a Branch.

Mandatory qualifications / requirements

- Bachelor Degree of Business (Human Resource Management) or equivalent knowledge coupled with extensive experience in providing contemporary human resource/people and culture services for a large and diverse organisation.
- Proven ability to effectively and successfully influence and resolve challenging or complex employee and organisational matters within a diverse and complex industrial environment.
- Demonstrated engaging leadership skills with the ability to drive effective people and culture work practices across multifaceted teams and motivate and develop a high performing team.
- Proven ability to sustain high levels of safety awareness and legislative compliance, in delivering performance outcomes, including relevant working knowledge of statutory requirements.
- A proven ability to communicate, negotiate and consult with confidence, at appropriate levels, with demonstrated high level interpersonal, written and verbal communication skills.
- Demonstrated highly collaborative work style and self-motivated with the ability to work and engage with multiple departments, branches, business units while managing competing priorities/demands simultaneously with a results-oriented focus.
- Skilled in relationship management with the ability to understand and respond appropriately to customer expectations and evaluate service performance and effectiveness.
- Exceptional resource planning, budgeting and risk management abilities, in order to deliver operational and strategic plans.

