

# Director Workforce Effectiveness

## Level Senior Staff Contract

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| <b>POSITION NUMBER</b>                          | 954783                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>ORGANISATIONAL UNIT</b>                      | People and Culture                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>POSITION REPORTS TO</b>                      | Chief Human Resources Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>OVERALL PURPOSE</b>                          | <p>The Director Workforce Effectiveness provides strategic leadership and oversight across core HR practices and ensures alignment of the HR workplan with deliverables from VU action plans, goals, policy, regulatory and compliance frameworks.</p> <p>This role is pivotal in establishing key frameworks for enterprise wide partnering and priorities for People &amp; Culture, including the strategic engagement framework for internal and external customers to support the delivery of the HR workplan.</p> <p>This role leads a team of highly specialised Senior HR leaders and subject matter experts. Under the guidance of the Director, the Workforce Effectiveness team is responsible for aligning organisational design, workforce planning, people strategy, and initiatives to deliver impactful, compliant data-informed People &amp; Culture solutions.</p> |
| <b>ORGANISATIONAL CONTEXT AND RELATIONSHIPS</b> | <p><b>Within the University the position:</b></p> <ul style="list-style-type: none"> <li>Works closely with Chief Human Resources Officer and the Director Culture, Capability &amp; Talent; Director People Experience &amp; Services; and Director Workplace Relations and other key leaders as well as key internal stakeholders across the University.</li> </ul> <p><b>Outside the University the position liaises with:</b></p> <ul style="list-style-type: none"> <li>May liaise with external agencies, consultants and key stakeholders.</li> </ul>                                                                                                                                                                                                                                                                                                                        |
| <b>LOCATION/CAMPUS</b>                          | The position is currently located at the Footscray Park Campus of the University. The position and incumbent may be relocated to any other existing or future University work locations where it conducts its operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

### KEY CAPABILITIES

Victoria University is committed to building core capability across VU through investment in our staff, our systems and our processes. We will develop the capabilities of our staff to:

People and Culture use only

**Deliver** – Excellence Results-driven, accountability, problem solving focus.

**Engage** – Customer service mind-set internally, externally and particularly for students.

**Collaborate and Partner** – Build successful relationships, communicate effectively, influence and negotiate.

**Innovate** – Entrepreneurship, growth, continuous improvement, digital transformation.

**Lead** – Inspire direction, lead change, manage and develop people.

## OUR ORGANISATION

Victoria University has a bold and ambitious new vision and a seven-year strategic plan characterised by five strategic drivers. Victoria University's [Strategic Plan 2022-2028, Start Well, finish brilliantly](#), also commits the University to the bold ambition to be a global leader in dual sector learning and research by 2028.

VU has innovated a new pedagogic and curriculum approach: the VU Block Model. This, along with the VU First Year College, has been one of the leading learning and teaching innovations in the Australian tertiary education sector over the past decade. Our embedded VU TAFE is a leading TAFE provider, renowned for its industry collaboration and its digital innovation in delivery. As a result, Doing Dual Differently is one of our five core drivers and points of uniqueness.

At Victoria University, our research is focused on the development and sustained application of ethical knowledge in all its forms, done in partnership and collaboration, to address the challenges of people, places and planet. In 2022, VU launched its [Research and Impact Plan 2023-2028](#) and is one of the top ten sports science universities in the world with more recent, yet equally profound, achievements in health sciences; immunology; green engineering; the circular economy; and First Nations.

## STRATEGIC DRIVERS

To achieve our vision, we have identified five Strategic Drivers, with a high-level objective, and the goals to get us to our 2028 target. Our vision is big and ambitious. It is also achievable.

1. Learner Centred
2. Partnering with Principle
3. Maximising Research with Impact
4. Protecting Country
5. A Thriving Place to Study and Work

## VISION

To be a global leader in dual sector learning and research by 2028.

## PURPOSE

Victoria University emboldens its people to design their future and has a deep commitment to Protecting Country.

### Commitment to Protecting Country:

Victoria University honours its deep diversity as a foundation for collaboration and social progress. We will demonstrate sensitivity in respecting First Nation perspectives. We will ensure that we respect our

Indigenous voices and commit to sustainable Protecting Country. We will take leadership responsibility, in all that we do, to improve the health and wellbeing of our local and global communities, and the planet that we share.

### **Commitment to Diversity and Inclusion at VU:**

Victoria University believes that diversity of the workforce adds value to the University and creates a stronger, richer working environment for everyone. We are committed to making reasonable adjustments to ensure that our employees have positive, barrier-free work environments that accommodate their access needs. Employees who require adjustments are encouraged to discuss their needs with their line manager.

## **ORGANISATIONAL UNIT**

The People and Culture portfolio provides integrated human resources advice and support across the University. Partnering closely with internal stakeholders, we deliver strategically aligned people solutions that support the transformation of the University and help navigate the evolving world of work. We bring together deep expertise across core HR services and Centres of Excellence, including talent acquisition and management, organisational development, change management, equity and wellbeing, health and safety, employee and industrial relations, remuneration, pay and benefits. Through a consultative approach, we co-design and deliver holistic HR solutions that meet the unique needs of the University.

Organisational Effectiveness is a newly established practice area within the People and Culture portfolio. It comprises a specialist team of Senior HR Business Partners focused on delivering key strategic and operational services that align with the VU Strategic Plan 2022–2028. The team plays a critical role in building workforce capability, succession planning, change, and enabling the development of a high-quality, diverse, and future-ready workforce.

## **MAJOR TASKS AND ACCOUNTABILITIES**

- ◆ Provide strategic leadership across core HR practices, ensuring alignment with University goals, action plans, policies, and compliance frameworks in partnership with the CHRO.
- ◆ Establish and lead an organisational effectiveness practice to optimise structures and systems of work.
- ◆ Lead the design and implementation of future-focused workforce strategies and planning initiatives, aligned with institutional priorities.
- ◆ Develop and apply workforce analytics and key performance indicators to inform decision-making and drive continuous improvement.
- ◆ Drive future-focused workforce strategies that embed emerging technologies including AI to transform and lead People & Culture impact.
- ◆ Lead the integration of workforce and people plans, ensuring alignment between strategy, structure, and capability across portfolios.
- ◆ Lead forecasting, scheduling, capacity analysis, and risk mitigation to support sustainable workforce outcomes.
- ◆ Provide leadership to the Senior HR Business Partners supporting their client-focused approach to addressing people issues and development needs.

- ◆ Align continuous improvement of People and Culture policies, procedures, and practices in response to legislative and organisational changes, in conjunction with key centres of excellence leaders.
- ◆ Influence and collaborate with internal and external stakeholders on workforce planning, effectiveness, and compliance matters.
- ◆ Work closely with the People & Culture leadership team to shape and deliver the broader P&C strategic plan and priorities.
- ◆ Lead the design of organisational structures and roles that enable future capability and institutional success.
- ◆ Support leaders in building workforce agility and resilience through targeted initiatives.
- ◆ Establish governance mechanisms and provide regular reporting on workforce strategy progress, risks, and outcomes to executive leadership.
- ◆ Embed workforce strategies into the University's annual planning and budget cycle through cross-functional collaboration.
- ◆ Identify and manage risks to health and safety within the HRBP function, ensuring safe systems of work through training, supervision, and monitoring.

### **TYPICAL/MAJOR CHALLENGES**

- ◆ Independently responsible for overseeing the interventions in the Organisational Effectiveness practice areas: workforce planning and change while using Workplace insights to align and prioritise relevant strategic objectives and commitments.
- ◆ Apply significant and high-level understanding in driving continuous improvement or processes and systems within the HR function with a view to releasing resources to higher value-added activities.
- ◆ This role is to act in the capacity of Deputy CHRO when required.

### **LEVEL OF SUPERVISION**

- ◆ The position reports to and receives broad direction from the Chief Human Resources Officer and has a high degree of autonomy. This role operates within the University policies, procedures and guidelines.

### **PROFESSIONAL AND ORGANISATIONAL KNOWLEDGE**

- ◆ Bring multi-perspective understanding and significant expertise in implementing automated and contemporary people solutions for the University.
- ◆ Knowledge of relevant Universities legislation and regulations.
- ◆ Understanding of the University's strategic directions, structure and decision-making processes.

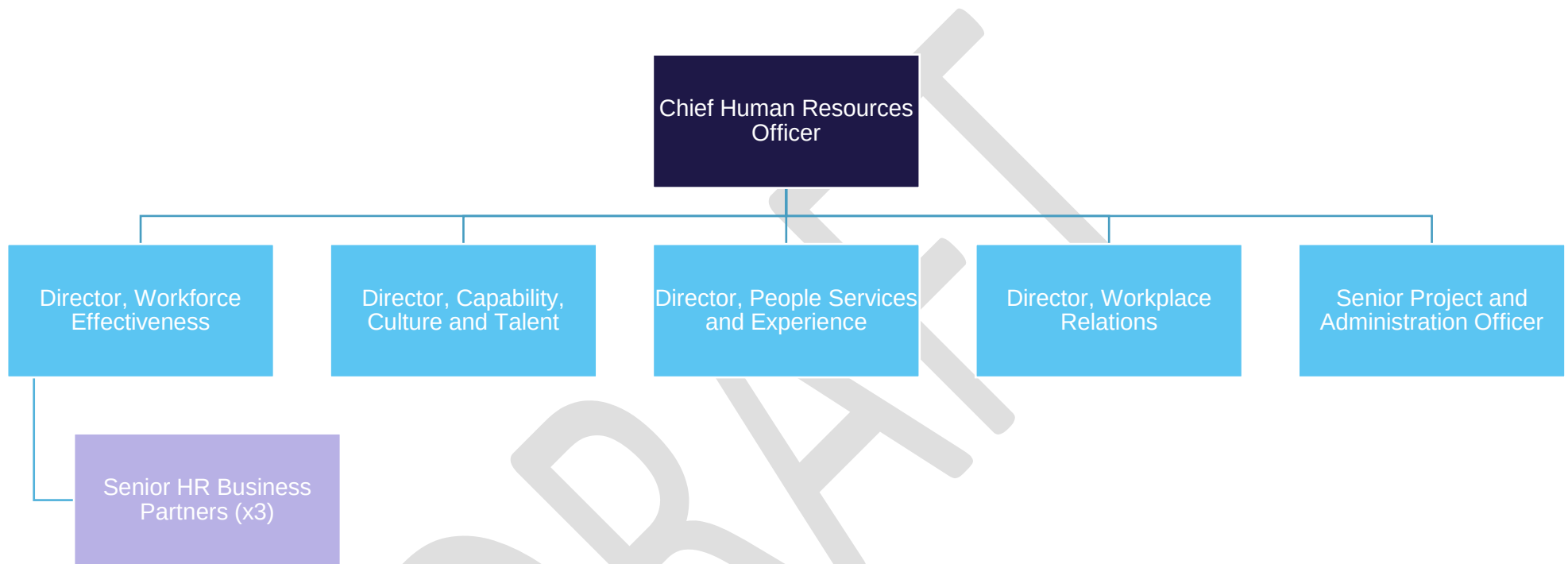
### **KEY SELECTION CRITERIA**

## **Essential**

1. Knowledge or training equivalent to: Proven expertise in the management of significant human and material resources; in addition to, in postgraduate qualifications and extensive relevant experience.
2. Demonstrated values-based leadership with a proven ability to lead high-performing teams, influence senior stakeholders, and drive strategic HR initiatives aligned with institutional goals. Extensive experience in strategic workforce planning and organisational design within complex, multi-disciplinary environments.
3. Exceptional interpersonal and communication skills, with the ability to build trust, credibility, and strategic partnerships across all levels of the organisation and with external bodies.
4. Deep understanding of the HR Strategic Business Partner model and demonstrated ability to provide strategic and tactical advice to internal HR leaders as well as senior leaders and executive teams.
5. Significant experience in developing and implementing workplace-related operational plans that support institutional responsiveness and service excellence.
6. Strong business and financial acumen, including the ability to interpret data, monitor budgets, and apply workforce analytics to inform decision-making and performance improvement.
7. Experience in leading change initiatives, including restructures, workforce transitions, and capability building.
8. Demonstrated initiative and drive in delivering continuous improvement across HR practices, policies, and systems in response to changing organisational and legislative requirements.
9. Excellent judgement and problem-solving skills, with the ability to think creatively and strategically in complex and ambiguous environments.
10. Proven ability to identify and manage health and safety risks, ensuring safe systems of work and compliance with relevant legislation, particularly in high-risk HR environments.

## **Desirable**

11. Clear understanding of the University's strategic directions, structure, and decision-making processes.
12. Experience in providing high level strategic and policy advice in a tertiary education context.



Current as of September 2025