



About MACS

Melbourne Archdiocese Catholic Schools Ltd (MACS) aims to deliver an outstanding Catholic education that equips young people with the knowledge, skills, and optimism to go forward, live meaningful lives, and to enrich the world around them. MACS, the largest Catholic school employer in Australia, owns and operates approximately 300 Catholic schools in the Archdiocese of Melbourne, and is supported by a central enterprise function, of over 700 staff members.

The MACS Strategic Plan (MACS 2030: Forming lives to enrich the world) presents a challenging and inspiring vision of the educational experience that MACS seeks to provide for students in MACS schools. A key initiative is to become the employer of choice in the Victorian education sector and have Australia’s pre-eminent Catholic teacher and leadership formation and training infrastructure, is a key initiative. MACS’s Strategic Plan outlines the vision, the mission of Catholic schools in the archdiocese, and the major objectives for MACS over the months and years ahead. Our organisational values of Integrity, Respect and Excellence require a commitment from all MACS employees to contribute to ensuring we uphold and support the objectives of the organisation.

About the team and role

The Director of People & Culture will provide strategic leadership and oversight of the organisation’s overall people strategy and plans to embed a significant people transformation program across MACS. Through strategic and tactical initiatives, the Director will guide, influence, and advise the executive and board to ensure the organisation’s people centric initiatives are engaging and collaborative and encompass accountability to build MACS’ organisational capability and development agenda. The Director is a member of the Executive Leadership team and will collaborate with members to contribute to the development and execution of system wide strategies that guide MACS in creating a high-performing team environment, embracing our faith-based culture alignment to enable staff to enliven our shared Catholic mission, talent attraction strategy and operating model, including championing our EVP, remuneration and benefits programs, union relationships, attraction and retention frameworks and champion innovative and transformative change across all directorates.

This position plays a pivotal role in fostering a workplace culture that aligns with MACS’ faith-based values and mission. Collaborating closely with the Catholic Mission & Identity Team, the Director P&C works collaboratively with schools and office to strengthen the people experience across our system; by understanding it’s unique needs. Ensuring that all people practices and policies reflect the core principles of Catholic social teaching, such as dignity, respect, and compassion for all employees supports a willingness to engage with office and schools and as such supports success in the role. The partnership with Catholic Mission & Identity is essential in creating an inclusive environment where spiritual growth and professional development are harmoniously integrated, promoting a sense of community and shared purpose among staff. By working in partnership, the Director of P&C helps to nurture a supportive and ethically grounded workplace that upholds MACS’ commitment to its faith and its people.

The role will operate with an elevated level of autonomy in a complex and dynamic setting and be accountable for the outcome of decisions and actions taken, exercising judgement and significant critical thinking skills to achieve outcomes that may have a wide-reaching and considerable impact to MACS. The position requires extensive engagement and collaboration to build and maintain strong relationships with internal and external stakeholders guided by the MACS Code of Conduct to ensure appropriate practices, projects and strategy are understood and embedded across a diverse and complex environment.

Position Title	Director, People & Culture
Reports To	Executive Director
Direct Reports	6



Location	James Goold House, East Melbourne
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Key responsibilities of the role

- Effectively lead a multi-disciplinary team of staff specialising across people and culture domains such as people partnering, occupational health, safety and wellbeing, learning, organisational development, people performance and workforce change.
- This includes overall responsibility for work plans and budgets, work output, professional guidance through performance appraisal and professional development.
- Develop a blueprint for comprehensive people transformation strategies, to support the people strategy with key performance targets to assess and measure performance.
- Clearly define and set objectives, performance measures and targets to ensure information can be synthesised and shared across the organisation to support and embed mature people-based decision-making aligned with the delivery of MACS strategic objectives.
- Lead effective monitoring of organisational people and safety risks associated with schools and the wider organisational enterprise functions, ensuring the people and culture structure and capability of the teams are appropriate to the requirements of the organisation.
- Partner with nominated MACS Internal Audit firms to develop and deliver an appropriate and aligned (with risk and strategy) internal audit plan that is managed and reported on and in accordance with MACS's overall risk management and compliance regime.
- Monitor and analyse the internal and external environment to identify people and safety risks and opportunities to provide oversight, accountability and thought leadership to the People and Culture and Child Safety and Risk board committees by providing relevant reports, analysis, and presentations.
- Build a high performing and collaborative team, promoting a positive performance and development culture within and across the organisation to deliver MACS objectives.
- Oversee the teams within the Directorate to ensure they act within approved budgets, staffing allocations and delegations and that key risks related to the work of the staff group are effectively monitored, managed, and reported.
- Positively represent MACS and Catholic education in Victoria, as required, engaging with the MACS Board and with various state-based and national forums involving government, regulators, other Catholic education authorities, and key stakeholders
- Lead workforce transformation through a system wide digital reimagination program to enhance productivity, aligning employees with organisation growth
- Perform other duties as assigned within your scope of practice/work.

Key Selection Criteria

- Demonstrated experience in leading multi-disciplinary teams effectively at an executive level in areas of workforce transformation, people experience, employee relations, health and safety, well-being, and organisational development.
- Evidence of active involvement in the Catholic community, such as participation in parish activities, volunteering, or membership in Catholic organisations.
- Proven capability and extensive experience in proactively engaging and maintaining effective working relationships with the ability to contribute at an Executive level and with staff at all levels.
- Considerable experience operating in an environment with diverse and complex regulatory compliance obligations demonstrating highly effective stakeholder management skills.
- Demonstrated experience effectively working with critical internal and external stakeholders in education, child safety, Church organisations, government, regulatory bodies, and other representative bodies.
- Excellent communication and interpersonal skills, including high-level presentation, analytical and conceptual skills.
- Excellent ability in managing, interpreting and applying people related data in complex environments at scale
- Proven ability to provide timely and best practice advice to support critical decision-making clearly and concisely.
- Expertise in administering industrial and employee relations EBA's at scale, occupational health and safety, and experience with unions, enterprise bargaining, and advanced knowledge of Fair Work, Work Safe and Human Rights acts, and legislation is required.
- Demonstrated experience and commitment to lead, develop and manage a high-performing and collaborative



leadership team in a changing environment with evidence of creating a vision, mobilising capacity, fostering diversity, building capability, and motivating and inspiring staff to perform well.

- High-level knowledge and skills in working with relevant software packages, especially within the Microsoft Office package.

Skills, qualifications, and prerequisites to undertake the role.

Qualifications	Relevant degree or post-graduate qualifications.
Professional membership or Accreditation	A member or fellow of AHRI is preferred.
Previous Experience/s	Executive-level experience in leadership, with a record of accomplishment in successfully leading the People and Culture agenda., preferably in the context of schooling in Australia. Extensive experience and proven success in a senior change leadership role within a large, complex organisation. Executive-level experience in the oversight of workplace health and safety and injury management. Education Sector experience would be highly regarded.
Organisational values	A commitment to the organisational mission, vision and values of Integrity, Respect and Excellence and to the ethos, values, and mission of Catholic education, including alignment with MACS's Child Safety standards.
Licenses Required	A full, current, and maintained Victorian Driver's license and motor vehicle
Other requirements	<ol style="list-style-type: none"> 1. An understanding of and commitment to the safety, wellbeing, and protection of children, and therefore you: <ol style="list-style-type: none"> a. Must hold and maintain a current Victorian Working with Children Check or be eligible to receive upon joining the organisation. b. Alternative to holding a WWCC and NCHC, MACS will accept evidence and continued maintenance of a full and current Victorian Institute of Teaching (VIT) registration. 2. You must also undergo and receive a clear National Criminal History Check (NCHC) upon employment and during the course of your employment with MACS. All employees are required not to have been charged with, nor found guilty of any offence which would be incompatible with employment with MACS. 3. Willingness to take reasonable care for your health and safety in the workplace and for the health and safety of others who may be affected by what you do or do not do.

