

People and Culture Manager

Start Date	Immediate	Duration	Long Term
Office Location	Brisbane	Reports To	People and Culture Senior Manager

Palladium is a global development and consulting firm, part of the GSI Consulting Group, working alongside some of the world's leading project management and engineering organisations. We partner with governments, businesses, investors and communities to design and deliver complex programs that create lasting impact. With a presence across more than 90 countries, Palladium offers the opportunity to work on meaningful challenges, alongside talented colleagues, in environments where your work can truly make a difference.

Program Overview

The Pacific Australia Labour Mobility (PALM) scheme is a signature initiative for the Australian Government that enables workers from 9 Pacific Island Countries (PICs) and Timor-Leste to work in priority sectors in Australia. The Pacific Labour Mobility Support Program (PLMSP) builds on the successes of the Pacific Labour Facility (PLF) program, with a renewed focus on the provision of tailored support to worker sending countries to address their specific needs and priorities. Palladium is contracted to deliver PLMSP on behalf of Department of Foreign Affairs and Trade (DFAT).

PLMSP's role is to provide DFAT and governments in 9 PICs and Timor-Leste with support to enable workers to access PALM scheme in inclusive ways that maximise the benefits for the workers and national economies while minimising risks from labour mobility participation. PLMSP's primary functions include capacity building for PALM scheme labour sending units; skills development and training for PALM workers; support for returning PALM workers and their families; information system management; monitoring, evaluation, research and learning; and communications.

Purpose of Position

The **People and Culture Manager** is responsible for leading the People and Culture advisory function across the program, providing high-quality, people-focused advice and leadership to managers and staff operating across multiple countries.

The role ensures that people and culture practices are compliant with local employment legislation, organisational policies, donor requirements and recognised best practice, while supporting leaders to build a safe, inclusive, high-performing and values-led workforce.

The **People and Culture Manager** leads a small advisory team and works closely with senior leaders, country teams and corporate functions to address workforce planning, employee relations, culture development, staff mobilisation and people-related risk across all countries of operation.

Primary Responsibilities

The primary responsibilities of the **People and Culture Manager** can be broadly described as follows:

- Lead and manage the People and Culture advisory function across the program, including the supervision and development of a geographically dispersed team based in Australia and the Pacific.
- Provide clear leadership, direction and support to People and Culture Coordinators operating in different country contexts, ensuring consistent standards of advice while recognising cultural, legislative and operational differences.
- Build and maintain a cohesive, high-performing advisory team across multiple locations through regular communication, coaching, mentoring and active performance management.
- Provide strategic and operational people and culture advice to senior leaders and managers across the program, including advice on workforce planning, employee relations, performance management and organisational culture.
- Ensure people and culture practices across all countries of operation are compliant with local employment legislation, organisational policies, donor requirements and recognised good practice.
- Oversee and manage complex and high-risk employee relations and conduct matters, including investigations, disciplinary processes and escalations.
- Support leaders to plan and manage their workforce, including advising on role design, resourcing strategies and recruitment approaches.
- Provide governance and oversight of recruitment processes, working closely with the People and Culture Officers to ensure recruitment activities are fair, transparent, compliant and aligned with program needs.
- Lead and champion culture development across the program, including embedding and promoting PLMSP's PROUD values across diverse country teams.
- Provide oversight of program-wide culture and engagement initiatives, including Social Committee and Values Champions activities, ensuring they are inclusive and appropriate to local contexts.
- Oversee staff mobilisation arrangements, ensuring employment, onboarding and movement of staff are managed in a compliant, coordinated and risk-appropriate manner.
- Work closely with the Risk and Safety Manager to ensure people and culture considerations are integrated into staff safety, wellbeing, safeguarding and risk management activities.
- Contribute to the development, review and implementation of people and culture policies, procedures and guidance materials to support consistent practice across the program.

Other Responsibilities

- Other tasks as reasonably requested by the People and Culture Senior Manager.
- Travel locally and internationally, as required.
- Advocate for Australian development priorities.
- Foster equality, diversity and inclusion, drawing on capabilities from within the country/region wherever possible.

- Comply with, and advocate for, DFAT's policies in all aspects of implementation, including gender, disability, fraud and anti-corruption, PSEAH, child protection and environmental and social safeguards. This includes incorporating policy principles into planning and everyday work, promoting process improvements, and reporting concerns to your Line Manager or Palladium's Integrity Hotline (details on Palladium website).
- Operate with high levels of integrity, consistent with the intent of DFAT's Ethics, Integrity and Professional Standards Policy Manual.

Reporting Requirements

This role reports into the People and Culture Senior Manager. Reporting requirements may include but are not limited to:

- Attendance at team meetings, other requested meetings and regional meetings (e.g. townhalls).
- Regular (minimum of monthly) one to one meetings with your line manager on the status of personal Key Result Areas (KRAs), career development discussions and any other matters.
- Palladium encourages flexible work practices to enhance wellbeing, productivity and team culture. For this role, we require that employees maintain an in-office presence for at least 50% of their working week. For example, if an employee works five days a week, they must spend at least three days physically in the office.

Qualifications and Experience Required

- Tertiary qualifications in Human Resources, Business or a related discipline, or an equivalent combination of relevant experience and education.
- Significant experience providing senior-level people and culture advice in complex organisational environments, preferably across multiple countries or jurisdictions.
- Demonstrated experience leading and managing a small professional people and culture or HR advisory team, including supporting staff based in different geographic locations and cultural contexts.
- Demonstrated experience providing advice on employment compliance, employee relations, performance management and people-related risk in regulated or donor-funded environments.
- Proven ability to support senior leaders and managers with workforce planning, recruitment governance and organisational culture initiatives.
- Experience working across Pacific contexts, including engagement with locally engaged staff and regionally based teams, is highly desirable.
- Demonstrated ability to operate effectively in an adaptive, fast-paced environment, exercising sound judgement where legislative, organisational and donor requirements intersect.
- Strong interpersonal and communication skills, including the ability to build trusted relationships and provide clear, consistent advice across diverse cultural settings.

Core Capabilities

Palladium's *Core Capability Framework for APAC Projects* outlines the standard of performance and behaviours expected at each level within the organisation. It also provides a benchmark for assessing areas of potential strength as well as the identification of potential skill gaps or areas for development and improvement.

The Capability Framework forms the basis of how we recruit, how we lead and the behaviours we exhibit, how we manage performance excellence and develop our future workforce.

Our capabilities link to a number of other processes, policies and guidelines including:

- Performance management/ performance excellence - setting and maintaining standards and helping employees excel and develop
- Career Pathways including our Career Progression Framework
- Organisational design – identifying any skills gaps, outlining job roles and responsibilities
- Development, growth, learning, and training
- Sustainable business – going beyond compliance to ensure sustainable and ethical considerations are woven throughout everything we do. This aligns equity, diversity and inclusion; safeguarding; and environmental objectives