

POSITION DESCRIPTION

People & Culture Lead

People & Culture | Municipal Association of Victoria

Position Snapshot

Position Title	People & Culture Lead
Reports to	Chief Operating Officer
Works alongside	Executive team, Corporate Services Leaders and People Leaders across the organisation, employees
Employment type	Full-time, maximum-term (3 years)
Location	5/1 Nicholson Street, East Melbourne Victoria
Direct reports	Nil (sole People & Culture position)
Delegations	As delegated by the Chief Operating Officer and in accordance with MAV policy
PD current as at	August 2026

About the Role

The People & Culture (P&C) Lead is a newly established role responsible for the entire employee lifecycle across the organisation, and the strategic and operational leadership of the MAV's people function. Operating as the MAV's sole dedicated People & Culture role, the position requires both strategic influence and practical execution, with the ability to develop fit-for-purpose people practices and respond effectively to organisational and workforce matters.

Reporting to the Chief Operating Officer, the P&C Lead serves as both a strategic advisor and a hands-on practitioner, partnering with and supporting People Leaders across the organisation. The role provides strategic, trusted advice across the breadth of people and culture matters. The role contributes to organisational capability, employee experience and culture, while driving continuous improvement across the MAV's people practices.

Working across strategic advisory and operational delivery, the P&C Lead ensures the effective delivery of core employee lifecycle responsibilities and supports leaders in managing people matters confidently and effectively.

Drawing on broad generalist HR/P&C expertise, you will apply sound judgement to complex employee and industrial relations matters, demonstrate the credibility and confidence to influence and coach leaders at all levels, including the Executive team, and operate with a high degree of autonomy in a standalone capacity.

Sphere of Influence and Key Relationships	
Reports to	Chief Operating Officer
Internal	• MAV Board • CEO Employment and Remuneration Committee • Chief Executive Officer and Executive Team • Chief Operating Officer • People Leaders across all business units • All MAV employees • Corporate Services functions
External	• Independent Advisor and Chair, CEO Employment and Remuneration Committee • Fair Work Commission and relevant industrial bodies • Legal and ER/IR advisors • Recruitment agencies and remuneration benchmarking providers • Payroll/HRIS provider • Professional P&C networks and government/sector bodies

Strategic, Cultural and Values Alignment

The role is expected to support the MAV's organisational transformation by embedding consistent, contemporary people practices; strengthening leader confidence and accountability; supporting compliance and risk management; and championing a positive, inclusive and high-performing culture aligned to MAV's values and strategic priorities.

Key Responsibilities	
People Strategy, Continuous Improvement and Culture	• Lead the development and delivery of contemporary people and culture initiatives that support the MAV's strategic priorities, organisational effectiveness and future capability. • Identify and lead opportunities for continuous improvement across MAV's people practices, incorporating organisational capability and employee experience. • Foster a positive, inclusive and high-performing culture aligned to the MAV's values and desired ways of working. • Provide strategic people and culture input into organisational change, transformation and broader organisational priorities.

People Operations & Employee Lifecycle	• Lead and manage the end-to-end employee lifecycle, ensuring contemporary and effective people practices from attraction and recruitment through onboarding, performance, development and offboarding. • Provide trusted advice and support to employees and leaders across a broad range of people matters. • Ensure the MAV maintains contemporary, consistent and fit-for purpose people policies, practices and governance arrangements that support compliance with relevant workplace obligations. • Maintain appropriate people records information and data management practices, supporting accurate workforce reporting, organisational decision-making and compliance requirements. • Use workforce insights and organisational feedback to inform People priorities and with a view to continuously improve the employee experience. • Establish and maintain appropriate P&C governance, controls and escalation pathways to support effective, consistent and compliant people practices. • Use people systems, data and insights to support workforce planning, reporting and visibility of people trends.
Leadership coaching and capability	• Partner with leaders to strengthen capability, accountability and confidence in managing and leading people. • Provide coaching and advice to leaders on people leadership, performance, organisational change and workforce matters. • Provide people and culture expertise to organisational design, workforce change, transformation and capability initiatives.
Employee and industrial relations	• Provide both strategic and practical advice on employee and industrial relations matters. • Lead or support the management of complex, sensitive or high-risk matters through to resolution, escalating and seeking specialist legal advice where appropriate. • Identify, assess and manage people-related risk, seeking specialist advice and maintaining appropriate documentation where required. • Maintain contemporary knowledge of relevant employment legislation, industrial instruments and regulatory requirements to ensure organisational compliance. • Partner with the COO and Executive on significant employee and industrial matters as required.
Remuneration and workforce planning	• Provide strategic advice on remuneration, position classification and relevant market considerations. • Partner with the COO and Executive team to ensure workforce structure, capability and resourcing align with organisational priorities. • Provide workforce data and insights to support organisational, budget and workforce planning decision making.

	• Provide governance and human resources support to the CEO Employment and Remuneration Committee and CEO in accordance with the CEO Employment and Remuneration Policy.
Recruitment, attraction and retention	• Lead the MAV's approach to recruitment and talent acquisition, supporting the organisation to attract and secure the capability required to deliver its priorities. • Support contemporary attraction and talent practices that strengthen the MAV's employer brand, candidate experience and employment proposition. • Identify workforce and talent trends to develop appropriate strategies to support employee retention and workforce sustainability.
Workplace Health, Safety and Wellbeing	• Support the delivery of the MAV's Occupational Health, Safety and Wellbeing programs, partnering with the COO and leaders to promote and embed safe work practices and a positive safety culture. • Provide people and culture advice and support in relation to occupational health, safety and wellbeing outcomes. • Contribute to the development and implementation of policies, programs and initiatives that support employee wellbeing and psychological health and safety. • Support appropriate management, escalation and reporting of workplace health and safety matters in accordance with organisational and legislative requirements • Support the MAV's compliance with relevant occupational health and safety and workers compensation obligations, including engagement with regulators and other relevant providers as required.
Corporate	• Model the MAV's values and behaviours and contribute to a positive, collaborative and high-performing organisational culture. • Build effective relationships across the MAV and with relevant external stakeholders, representing the organisation as appropriate. • Operate in accordance with the MAV's policies, governance, record keeping, risk management, privacy and other relevant legal and compliance requirements. • Undertake other duties as directed by the Chief Operating Officer or their delegate.

Delegations & Decision-Making Authority

The role provides independent advice and day-to-day decision-making across operational people matters within MAV policy and delegated authority. Complex, high-risk, sensitive or precedent-setting ER/IR matters, organisational design decisions, remuneration changes, budget impacts and legal instructions require consultation with or approval from the Chief Operating Officer and, where appropriate, the Executive team.

Success Measures

To be successful, the P&C Lead will need to demonstrate progress against the following priorities:

Employee Lifecycle Delivery

- Core employee lifecycle processes are delivered effectively, consistently, and in accordance with organisational requirements.
- Employee lifecycle practices, documentation and records are contemporary, accessible, well-managed and fit for purpose.

People Practices Uplift

- The MAV's people policies, practices, processes and supporting resources are contemporary, practical and effectively embedded.
- Relevant people data and insights support effective organisational and Executive decision-making
- Opportunities for continuous improvement are identified and progressed, in line with organisational priorities.

Leadership Coaching and Capability

- People Leaders effectively supported and coached to confidently manage people and workforce matters.
- Leader capability, consistency and accountability in people management continue to strengthen.

Employee and Industrial Relations

- Employee and industrial relations matters are managed effectively, fairly, and in accordance with relevant legislative, policy and organisational requirements.
- Complex, sensitive and high-risk matters are appropriately managed and escalated, with specialist advice sought where required.

Recruitment, Attraction and Retention

- Recruitment and talent practices support the MAV to attract and retain the capability required to meet organisational priorities.
- Workforce and retention trends are understood and inform appropriate organisational responses and initiatives.
- Candidates, employees and hiring leaders experience effective and contemporary people practices.

Remuneration and Workforce Planning

- Remuneration, classification and workforce planning practices support internal equity, workforce sustainability and organisational decision-making.
- Workforce data and insights support effective resource, budget and headcount planning.

Transformation Enablement

- People and culture expertise effectively supports organisational change, transformation and strategic priorities.
- People practices and initiatives are practical, sustainable and embedded across the organisation.
- The people function continues to evolve in response to the MAV's organisational and workforce needs.

Leadership Competencies, Personal Attributes and Selection Criteria

Key competencies	Trusted advisor - Builds credibility quickly with leaders at all levels, including the Executive team, and is sought out for pragmatic, sound advice on people matters. Sound judgement - Navigates complex, sensitive and ambiguous ER/IR matters with discretion, balancing risk, fairness and organisational context. Pragmatic and proportionate judgement - Provides advice that is legally sound, commercially practical and proportionate to the MAV's size, context, risk profile and values. Autonomous operator - Works confidently and independently in a standalone role, prioritising competing demands within a defined contract term. Influential and practical - Influences through credibility, trust and practical advice, balancing organisational risk, leader accountability and employee experience.
Qualifications	Extensive and diverse experience across multiple P&C functions, with or without formal qualifications; or a tertiary qualification in Human Resources, Industrial/Employee Relations, Business or a related discipline together with relevant work experience.
Essential criteria	- Significant and broad generalist HR/P&C experience, including experience operating with sole or senior end-to-end accountability for a P&C/HR function in a standalone or lean environment. - Demonstrated ability to personally deliver core HR operations, including recruitment coordination, onboarding, employee documentation, policy/process updates, performance support, employee records and offboarding. - Demonstrated ability to operate as both a strategic P&C advisor and hands-on practitioner, personally delivering core HR operations and employee lifecycle activities in a standalone or lean P&C environment.
Desirable criteria	- Experience supporting organisational change or transformation programs. - Experience advising or influencing Leaders at an Executive level. - Experience within local government, the public sector, or a member-based/not-for-profit organisation. - Experience using or implementing HRIS platforms and improving workforce reporting.

Pre-employment Requirements

- National Police Check.
- Verification of qualifications and training.
- Right to work in Australia.

Shared Organisational Responsibilities

Safe workplace	Undertake all responsibilities in line with the MAV's OHS policies, procedures, and training, including following reasonable instruction, cooperating with the employer, and taking reasonable care for the safety of others.
Policies and procedures	Undertake responsibilities in line with all the MAV policies, including Workplace Behaviours, Record Keeping, Procurement, Staff Management, and Community Engagement.
Legislative framework	Complete all responsibilities in line with relevant legislation applicable to this role and unit. Identify, monitor, and review applicable legislation, standards, and codes of practice.
Risk management	Adopt a proactive risk management approach to all the MAV's activities within the unit's scope. Foster a culture where risk management is a personal responsibility at every level.

People & Capability – Internal Use Only

- Position Number(s): TBC
- PD Current as at: July 2026