



Candidate Information Pack

Guide Dogs NSW/ACT

Head of People, Culture and Performance

Andrew McEncroe, Managing Partner

February 2020

Contents

Contents	2
Advertisement.....	3
Position Description.....	4
About Guide Dogs NSW/ACT.....	7
Strategic Plan Towards 2022	8
A message from the President and CEO	9
Key Highlights.....	11
Media Release.....	12
The Application and Selection Process.....	13

Advertisement

Head of People, Culture and Performance

- Guide Dogs NSW/ACT
- Visible, high impact role for an inspirational leader
- Redefine how services are delivered in a changing context

Guide Dogs ACT/NSW continue to transform the way they guide their clients to independence, seek new ways to prevent blindness, and create connection with communities into the future.

Building on more than 60 years helping Australians with low vision or sight loss to navigate their world with confidence, a Guide Dog is just one of the ways in which they support people. They also provide a variety of supports that increase independence, minimise the impact of vision loss and build confidence for further education, employment and social participation.

In a rapidly changing context and anticipated growth in future need, the Head of People, Culture & Performance is a critical role in ensuring that the organisation lives its purpose through a values-driven culture and continues its transformation journey to deliver life-changing services and build a long-term financially stable organisation.

You'll be responsible for translating the organisational strategy into a cohesive people strategy and leading a team of professionals to build the required organisational capability and culture to support the successful execution of that strategy.

This includes acting as an advisor to the CEO, executive team and people leaders to drive a culture of customer-centricity, performance and agility, embedding project and change management disciplines, and the use of data and insight to inform decision-making.

We are seeking an inspirational human resources leader with the ability to combine a long-term strategic and commercial outlook with strong implementation capability, and the ability to engage, inspire and influence change through engagement and visible role modelling of the organisation's values and aspirational culture.


Ideally, you will have had experience in human services sectors, however, we welcome expressions of interest from people with diverse professional backgrounds who show a strong appreciation of lean, purpose driven, customer centric organisations.

Guide Dogs is committed to being a model employer for people with disability who are specifically encouraged to apply. If you have a disability or special need that requires accommodation, please let us know.

To apply, please submit your current resume and a short cover letter sharing your motivation and most relevant professional highlights. To request a role description or for further information, please email guidedogs@derwentsearch.com.au or contact Andrew McEncroe at Derwent Search on (02) 9091 3230.

Application closing date: 15th March 2020

Position Description

HR	Success Profile	 <p>Guide Dogs NSW/ACT Sight lost, freedom found.</p>
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Role	Head of People, Culture & Performance
Reports to	Chief Executive Officer
Location	Chatswood
Manages / Supervises	People and Culture / Internal Communications function
Date revised	November 2019

PURPOSE OF THE JOB:

The Head of People and Culture is responsible for translating the organisational strategy into a cohesive people strategy and leading a team of HR professionals to build the required organisational capability and culture to support the successful execution of that strategy. This includes acting as an advisor to the CEO, executive team and people leaders to drive a culture of customer-centricity, performance and agility, embedding project and change management disciplines, and the use of data and insight to inform decision-making.

A key contributor to the Executive team, the role will also work closely with other members of the Executive team to redefine how services and support functions are delivered in a manner that is aligned to both strategy and a changing external context.

To succeed in the role, the successful candidate will have the ability to combine a strategic and commercial outlook with strong executional capability through leadership of the operational HR team, and the ability to engage, inspire and influence change through visible role modelling of the organisation's values and aspirational culture.

KEY ACCOUNTABILITIES:

Key Result Areas	Key Performance Indicators
STRATEGY	
<p>Develop a unified people strategy that enables delivery of the organisational strategy</p> <p>Oversee a program of cultural transformation, including internal communication</p>	<ul style="list-style-type: none"> A clear set of strategic people priorities are identified and mapped to organisational strategy The strategic people priorities are translated into transformation project and operational projects, with clear team accountabilities assigned and overseen by the Head of People and Culture An internal communications strategy is in place that supports alignment of key strategic and cultural messages, provides clarity and transparency, and engages staff
Key Result Areas	Key Performance Indicators

PEOPLE	
Strengthen organisational capability	<ul style="list-style-type: none"> • There is clarity on organisational capability and behavioural expectations through relevant frameworks and the embedding of these frameworks into recruitment, performance management, development, recognition and retention • There is a process in place to evaluate individual and organisational capability against stated organisational capability requirements, and plans developed to address identified gaps • A capability development strategy is in place, which includes development and coaching plans for key roles and individuals, and focus on mid-level management capability development • People leadership capability is strengthened at all levels – including Executive team – through clearly articulated people leadership expectations, and supporting frameworks, tools and programs
CULTURE	
Lead the embedding of a culture of performance and continuous improvement	<ul style="list-style-type: none"> • Collaborates and provides advice to the Executive and CEO to implement new ways of working across the organisation • Organisational change capability is supported through the introduction and coaching of organisationally-relevant culture and change management methodologies and tools
Align organisational design and processes to reinforce culture	<ul style="list-style-type: none"> • Organisational design decisions are informed with consideration of alignment to strategy and culture • The people strategy and related initiatives reinforce the desired culture • Leads a culture of evidence-based decision-making through the appropriate application of people and HR measures
Key Result Areas	Key Performance Indicators
FINANCIAL / LEGAL	
Demonstrates sound management of functional and project budgets	<ul style="list-style-type: none"> • Participates in the organisational budgeting process and manages functional budget • Initiatives demonstrate value for money • Projects are managed within budget • HR budget achieved
Key Result Areas	Key Performance Indicators
OPERATIONAL PERFORMANCE	
Oversees a high performing HR function and business partnering team	<ul style="list-style-type: none"> • Lead a team of outcome-oriented HR business partners who collaborate closely with the business to achieve business outcomes • Oversee implementation and management of high quality operational HR frameworks (including WHS, IR and ER) and outcomes to manage organisational risk and capacity • Support the achievement of organisational strategy through HR and people enablers • Ensure timely, accurate and insight-driven people reporting as an input to organisational monitoring and decision-making
WHS and compliance	<ul style="list-style-type: none"> • Effective WHS systems and risk management structures and risk mitigation and controls are in place

KNOWLEDGE AND EXPERIENCE REQUIRED TO BE SUCCESSFUL IN THE ROLE:

Essential	Desirable
<ul style="list-style-type: none"> • A strong track record of strategic people leadership in a dynamic environment • Relevant qualifications in Business, HR or related fields/commensurate experience • Demonstrated experience in leading organisational transformation • Experience in applying people analytics and insights to drive organisational decision-making • Proven ability to manage and influence complex stakeholders • Familiarity with HR and management systems, and leveraging those systems to drive operational efficiencies and organisational insight and value 	<ul style="list-style-type: none"> • A comprehensive understanding of and commitment to the principles, legislative requirements and management practices within the not-for-profit industry • An understanding of the disability sector

KEY ATTRIBUTES

- Excellent communication and interpersonal skills, and the ability to communicate sensitively and respectfully with all relevant stakeholders
- The ability to inspire and motivate people and effectively lead change
- An orientation towards change and continuous improvement
- The ability to reprioritise and deliver in a dynamic and fast-paced environment
- The ability to coach and support others as a trusted advisor, peer and business partner

About Guide Dogs NSW/ACT

Guide Dogs NSW/ACT is the leading provider of Guide Dogs and orientation and mobility services that enable people with impaired vision to get around their communities safely and independently.

Each year Guide Dogs NSW/ACT highly trained Orientation and Mobility specialists work with around 4,000 people of all ages to help them achieve their mobility goals.

Guide Dogs NSW/ACT relies heavily on generous donations from the people of NSW and the ACT to fund our services. Less than 10% of our income comes from government funding, including NDIS.

Guide Dogs NSW/ACT is a Registered Provider under the National Disability Insurance Scheme (NDIS). As well as connecting participants to support providers, we can help NDIS participants with the co-ordination of supports on their individual plans.

Guide Dogs NSW/ACT Mission

To empower people with vision loss to actively participate in their communities.

Guide Dogs NSW/ACT Vision

Vision loss will not limit independence.

Guide Dogs NSW/ACT Purpose

We see beyond sight loss:

- Guiding clients to independence
- Seeking new ways to prevent blindness
- Creating connected communities

Beyond is where Guide Dogs NSW/ACT are going. Together is how Guide Dogs NSW/ACT will get there.



Seeing beyond

**Beyond is where we're going.
Together is how we'll get there.**

We guide people with low vision or sight loss to navigate their world with confidence. Now, after 60 years of success, our ability to see beyond current needs and anticipate growing demand for our services has delivered our *Towards 2022 Strategic Plan*. Today more than ever, we're working together to support our clients and their families with innovative new services, where and when they need us.

Our Goals →



Client & Partnerships

**Connect to more people
in more meaningful ways.**

We will:

- support more people who are blind or have a vision impairment to live the life they choose
- expand our dog services to support people with disabilities
- be leaders in client adoption of technology
- deliver innovative eye health and low vision rehabilitation services with industry partners



People & Processes

**Empower each other to deliver
innovative new services.**

We will:

- live our purpose through our values-driven culture
- support our people to support our clients through robust systems and processes
- retain and build a dynamic high performing team



Marketing & Revenue

**Achieve more via long-term
financial sustainability.**

We will:

- diversify and grow revenue streams
- improve market position
- be recognised as a thought leader and influencer

Outcomes

Achieve continued long-term financial sustainability

Engage stakeholders delivering increased client satisfaction and community reputation

Report from the President and CEO

It's been a significant and transformative year for Guide Dogs NSW/ACT, as we focus on delivering superior services for our clients, and better value for our donor dollars.

In particular, internal initiatives and projects have helped re-shape the way our organisation will guide our clients to independence, seek new ways to prevent blindness, and create connection with communities into the future.

Ensuring client voices are prevalent in our decision-making has been a key objective this last year. We piloted two Regional Advisory Committees (RAC) - one metropolitan and one regional - to provide a consultative forum for clients to raise ideas and provide feedback on our services. There are currently 17 client representatives involved in the six-month pilot which began in March. The Committees will be reviewed in September 2019, however, the value of this initiative has already been proven - with the RAC helping us to bring our new organisational Purpose Statement to life, contributing to branding strategies, and informing us on how we can better communicate with our clients.

Engaging our dedicated and passionate staff in future planning is also crucial to maintain an invested and enthusiastic workforce. A series of 'Let's Connect' roadshows gave our executive staff an opportunity to visit offices across the state, to showcase the new strategic direction of the organisation and provide feedback to staff.

Another new staff initiative, a '2022 Community' has been instrumental in driving the creation of our updated Purpose Statement and Values - a copy of which appears at the front of this report. This group, comprised of representatives from across the organisation, is a great example of how we are enhancing workplace culture.

We successfully negotiated our first ever Enterprise Agreement (EA) for staff, following the return of a majority 'yes' vote in its support. The EA introduces a consistent set of conditions for all eligible employees across the organisation, including a number of important changes that will better support staff and the organisation to deliver high quality services to clients and to maintain our strong reputation with the community and donors. Many thanks to everyone who worked long and hard to deliver an EA that is fair to our employees and acceptable to the community and supporters.

During the year, Guide Dogs NSW/ACT successfully implemented its WHS Management System which includes ongoing risk assessments aimed at preventing accidents and incidents. This system will continue to be maintained during 2019/20.

This year we farewelled former Governor of NSW, His Excellency General the Honourable David Hurley AC DSC (Ret'd) as our Patron, as he embarked on his impressive new role as The Governor General of the Commonwealth of Australia. Governor General Hurley served as our Patron since 2014 - we thank him, and Mrs Linda Hurley for their years of service and congratulate them on their exciting new position. We are delighted to welcome Her Excellency the Honourable Margaret Beazley AO, QC, Governor of New South Wales and her husband, Mr Dennis Wilson, as our new Joint Patrons, continuing our long relationship with the office of the Governor of NSW.

Other goodbyes include the departure of Board Director Mr Hongbin Liu who resigned from the Board in August 2018 following almost six years of service, and Dr Tony Mosman who resigned his position effective July 2019. Tony has been a Board Member since 1999. New Director, Robin Low, joined us in June 2019, bringing impressive and broad sector experience across financial services, technology, industrial/life sciences, property, M&A, and governance/risk challenges.

“It's been a significant and **transformative** year for Guide Dogs NSW/ACT, as we focus on **delivering superior services** for our clients, and **better value** for our donor dollars.”

Kieran Lane, President



Seeking new ways to prevent blindness:
The Centre for Eye Health is an initiative of Guide Dogs NSW/ACT with the University of NSW.

“We’re **re-shaping** the way our organisation will guide clients to **independence**, seek new ways to prevent blindness, and create **connection** with the community.”

Dale Cleaver, Chief Executive Officer



We also welcomed Jacqui Jones to our Board in 2018. Jacqui is the Lead facilitator at PwC’s Impact Assembly. Prior to that, Jacqui was the CEO of the Australian Business and Community Network (ABCN), a coalition of business leaders partnering with schools to improve student outcomes in disadvantaged areas. Jacqui is now a member of our Nomination & Remuneration Sub-committee.

On a national front, Guide Dogs Australia launched a new fundraising initiative ‘Pawgust’ in August 2018 – our first mass participation fundraiser on an Australia-wide scale. In its first year more than 5,300 people across Australia signed up to participate, and raised \$596,000. NSW supporters led the way, raising more than \$200,000. This is a fantastic example of how we are collaborating with our state counterparts to achieve greater fundraising outcomes, and increase awareness of our brand nationally.

Other collaborative work being undertaken on a national scale, to produce more effective outcomes for clients and donor dollars, include a National Workforce Plan and collective work with the breeding and training of our dogs.



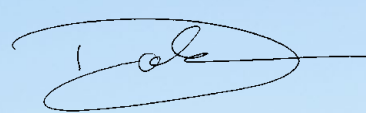
Looking forward to the 2019/20 financial year, we have been laying the groundwork for the opening of our new Parramatta-based ‘hub’ in late 2019. The Cameron Centre is to be named after Doug Cameron, who was not only instrumental in the creation of our organisation 62 years ago, but is now one of our highly valued donors. The Centre, made possible through Doug’s generous support, will offer a large variety of services to clients from both Guide Dogs and the Centre for Eye Health. We are extremely excited about how the Centre will provide new ways for us to deliver services to our clients as well as connecting us to the broader Western Sydney community.

Thank you to our enthusiastic Board Directors, dedicated staff and volunteers for your hard work and valuable contribution in providing quality services to the people of NSW and the ACT throughout the last year.

Thank you also to our valued supporters. Without your help and generosity throughout the last year, we could not continue our work of providing life-changing services to people with vision impairment.

Kieran Lane
President

Dale Cleaver
Chief Executive Officer



Key Highlights

01

Celebrated 30 years of providing services from our Coffs Harbour office, supporting more than 4,000 people with vision impairment on the Mid North Coast to lead independent lives.

Fun fact: the Coffs Harbour office, in conjunction with an engineer, produced The Miniguide®, a small handheld device that detects solid obstacles in its path, and openings in a wall such as a doorway. ®Registered Trademark of Guide Dogs NSW/ACT.

02

Successfully piloted a six-month Canine Support Program with the ACT Magistrates Court in Canberra beginning in February 2019. Therapy Dogs Quota and Alfie visit the Magistrates Court with a primary focus on the Children's Court and remote witness suites. The pilot has been extended for another 12 months and may become a permanent program.

03

Shared the chance to celebrate our Guide Dog graduates with supporters from regional centres at special presentations held in Port Macquarie, Cronulla, Newcastle and Camden.

04

Launched new initiatives to diversify fundraising options available to supporters, including a program for Major Donors that specifically funds and highlights our Children's Services.

05

Installed beacon navigation technology at our Chatswood, Sydney office – increasing the building's accessibility for clients and staff with vision impairment. The beacons work through the voice activated app, BindiMaps, on smartphones to help users find a path to a nominated destination.

07

Michael (Mike) Poynting was announced as the inaugural winner of the Joe Finucane Perpetual Award. Mike has been with Guide Dogs NSW/ACT since 1990, and has held a number of roles including being a full-time Guide Dog Instructor, covering Western Sydney, Western NSW and Broken Hill.

06

Community Education and Governance continued to be an important part of what we do. Clients and NSW Police were issued with updated Guide Dog Access Rights Cards as part of a campaign for International Guide Dog Day. Our Accessibility team also provided expert advice and consultation to the newly opened Sydney Metro, and the Light Rail project in Canberra.

08

Therapy Dogs provided comfort and companionship to court users, particularly people appearing as victims of crime, as the Canine Court Companion Program was rolled out to 10 courts across NSW during the 2018/19 year. Therapy dogs and their handlers also played an important role in safe rooms to help create a non-threatening court environment for children, vulnerable witnesses and victims of domestic and family violence. More than 40 dogs and nearly 50 volunteer handlers are currently involved in the State Government-lead initiative. We were successful in securing the tender again for the 2019/20 year.

09

Expanded the Puppy Raising program to Canberra, Newcastle and Wollongong. More than 65 puppies are currently placed across the three new regions, with more on the way.

10

Introduced innovative new programs that enhance the breeding, welfare and training of our dogs. The Home Whelping and Puppy Rearing Program involves volunteers caring for our 'Mums' as they bring the next generation of Guide Dog puppies into the world. Pups are born into and spend the first five weeks of their lives in warm, loving home environments.

11

Connected with supporters across NSW and the ACT with a presence at large events including the Royal Easter Show, Sydney Dog Lovers Show and field days at Mudgee and Henty. Also, worked with Corporate Partners like Advance to host a highly successful 'Guide Dogs in City' event at Martin Place.

12

Initiated a new Home Boarding Program that allows for dogs-in-training to board overnight and on weekends with volunteers, rather than in kennels – having benefits for their welfare and happiness.

13

The Centre for Eye Health collaborated with the Prince of Wales Hospital Eye Clinic to streamline their triaging process and significantly reducing wait lists. During the last year, the Centre undertook 9,507 client appointments.

14

Maintained our standing in the top three of Reader's Digest Australia's 'Most Trusted Charity Brand' nationally and the number one position in NSW. We're extremely proud of this achievement and grateful for the ongoing support of the community.



Media Release

Guide Dogs Australia ranked on the 2019 National Reputation Health Report

Guide Dogs Australia ranked 16th on the 2019 National Reputation Health Report's list of top 100 brands with the healthiest reputations. The brand appeared ahead of names like Netflix, Kmart and Bonds on the Brand Institute of Australia's list, and listed as third in the Australian charity sector.

Guide Dogs also ranked highly on individual reputation driver lists – coming in third on the Social Responsibilities list, eighth on Products and Services, and 29th on the Innovation reputation list.

"Reports like this are a great barometer of where the Australian public's trust lies," said Dale Cleaver for Guide Dogs Australia. "The unique bond between a handler and a Guide Dog is characterised by trust, and it's a word we're proud to be associated within the wider community."

"We are extremely grateful for the ongoing support of everyday Australians who help fund over 80% of our services through generous donations. We sincerely thank the general public for putting their faith in us to provide services that assist people living with blindness and low vision to lead independent and safe lives, connected to their communities."



The Application and Selection Process

Candidate Care

Guide Dogs NSW/ACT and Derwent are committed to ensuring that all applicants are treated respectfully and fairly. Derwent consultants are available to field inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete interviews and assessments will be offered a feedback session to discuss their experience and the assessment results.

Guide Dogs welcome and encourage applications from Aboriginal and Torres Strait Islander people, people with diverse cultural and linguistic backgrounds and people with disability. Except where otherwise provided by law.

Guide Dogs NSW/ACT is an equal opportunity employer (EEO) and provides Equal Employment Opportunities to all persons regardless of age, colour, national origin, physical or mental disability, race, ethnicity, religion, creed, gender, sex, sexual orientation, gender identity and/or expression, genetic information, marital status, status with regard to public assistance, veteran status, or any other characteristic protected by applicable federal, state or local law to apply. In addition, Guide Dogs will provide reasonable adjustments for qualified individuals with disabilities.

Applications

Application closing date: 15th March 2020

Submissions:

All applications are to be received by Derwent. To apply, please go to www.derwentsearch.com.au and search the role title. Your application should include a resume and a cover letter (up to 2 pages) highlighting your suitability for the role.

Information and Inquiries:

For a copy of the *Candidate Information Pack* please go to www.derwentsearch.com.au and search the role title. For other inquiries contact Andrew McEncroe at Derwent Search by email guidedogs@derwentsearch.com.au or call (02) 9223 1855.

Derwent will maintain confidentiality with respect to contact by potential applicants.

Eligibility for employment

To be eligible for employment with Guide Dogs NSW/ACT you must:

- Be eligible to work in Australia
- Complete a 6-month probation period
- Produce certified copies of any qualifications listed in your resume.

Additionally, you may be required to undertake:

- An identity, character and/or security check (i.e. you're to consent to a Working With Children Check and/or Police Check may be required depending upon the responsibilities assigned to the position)
- A Medical Check (i.e. may be required to ensure your fitness for duty and/or to determine the workplace modifications necessary)

For additional information, please go to:

- <https://www.guidedogs.com.au/about-us>
- https://www.guidedogs.com.au/sites/default/files/wysiwyg_uploads/gdn_annual_report_2019_0.pdf
- <https://www.guidedogs.com.au/news-events>
- <https://www.guidedogs.com.au/guide-dogs>