

Position description

Position title	Group Manager People & Culture
Position number	200174
Classification level	PESES - 1
Group	Corporate Services
Reports to	Executive General Manager Corporate Services
Location	1010 La Trobe Street, Docklands
Date	September 2025
Tenure	Fixed term – three-year contract

Our organisation

VicTrack is custodial owner of Victoria's rail transport land, assets and infrastructure. We work to protect and grow the value of the portfolio, to support a thriving transport system and make travel and living better for all Victorians. With much of our asset portfolio dedicated to rail transport – our land, infrastructure, trams, trains and telecommunication networks – our focus is on strategic asset management and supporting the delivery of better transport solutions.

Whether we're planning and managing the use of transport land, upgrading the telecommunication network or partnering on major infrastructure projects, our job is to ensure the state's assets continue to serve Victoria now and well into the future.

Our core functions include:

- delivering telecommunications infrastructure and services that form the backbone of the transport network from signalling, driver communications, public information displays and myki ticketing
- managing land set aside for transport purposes, including the development and sale of land no longer required for transport to optimise its use
- generating income through land sales and commercial leases that is reinvested into the state's transport system
- providing project management, engineering and construction services to deliver a range of government transport projects from Victoria's Big Build to station and car park upgrades
- managing transport facilities and assets, including the open access Dynon Rail Freight Terminal, heritage buildings and environmental preservation.

VicTrack is the custodial owner of most of Victoria's tourist and heritage assets and performs the role of Tourist and Heritage Registrar.

Our business groups

Our business is made up of two specialist delivery groups – Property and Telecommunications – supported by Corporate Services, Strategy & Transformation and the Office of the Chief Executive.

Our vision

As a part of the transport portfolio, we share a common vision as defined in the *Transport Integration Act 2010*:

“To meet the aspirations of Victorians for an integrated and sustainable transport system that contributes to an inclusive, prosperous and environmentally responsible state”.

In realising this vision, we are working towards a transport system that promotes:

- social and economic inclusion
- economic prosperity
- environmental sustainability
- integration of transport and land use
- efficiency, coordination and reliability
- safety, health and wellbeing.

Our mission

To protect and grow our rail transport assets and drive reinvestment to service Victorians now and into the future.

Our values

- Professional – We make decisions with integrity and respect. By behaving professionally and ethically we win the trust of our colleagues, stakeholders and customers.
- Collaborate – We collaborate to get things done efficiently and effectively. We have greater opportunity through leveraging our collective knowledge, building stronger bonds and respecting each other.
- Achieve – We perform our roles with integrity and skill. We hold ourselves accountable for delivering what is needed and own both our successes and mistakes.

Purpose of the position

The Group Manager People & Culture is a pivotal senior leader responsible for transforming VicTrack's People & Culture function into a strategic, streamlined, and future-focused division. The role drives initiatives that deliver meaningful business impact and positions the function as a key enabler of organisational success.

Leading a diverse team across HR Operations and Business Partnering, the Group Manager must bring foundational experience in all domains to effectively oversee the functions that support the employee life cycle from both transactional and strategic perspectives. This includes HR Operations (HRIS, Payroll), Learning & Organisational Development, recruitment, remuneration and benefits, and the Business Partnering model.

While the HR Operations function focuses on transactional day-to-day support, the Business Partnering model is a strategic framework where People & Culture Business Partners (BPs) collaborate closely with business leaders to co-design and implement workforce strategies that directly support organisational goals. This approach ensures that people initiatives are not only aligned with business needs but also tailored to the unique challenges and opportunities within each part of the organisation.

The People & Culture function plays a critical role in delivering integrated, customer-centric people solutions that enhance workforce capability, engagement, and performance.

As a trusted advisor to the Senior Leadership Team, the role champions innovation, continuous improvement, and strategic workforce planning. It plays a critical role in embedding a safe, inclusive, and values-driven culture through the Culture Program, which is central to building a high-performing organisation to support the delivery of VicTrack's Transformation Strategy.

Knowledge

The Group Manager People & Culture is a senior leadership role requiring deep expertise across strategic human resources, organisational development, and public sector governance. The role demands a high level of professional judgement, technical capability, and leadership acumen to deliver complex people strategies and drive enterprise-wide transformation.

A tertiary qualification in Human Resources, Business, or related discipline is essential.

Key areas of knowledge may include:

Management Experience

- Demonstrated experience in a senior leadership role within an organisation of comparable scale and complexity.
- Proven success in leading organisational and cultural change in dynamic, multi-stakeholder environments.
- Experience in leading a diverse, cross-functional HR team, including the management of people leaders across multiple disciplines such as HR Operations, Business Partnering, and Organisational Development.
- Strong leadership in program and project management, with a track record of delivering strategic initiatives.

Technical Expertise

- Extensive knowledge of contemporary and emerging HR practices, policies, and frameworks, with a strong understanding of Victorian Government policies and procedures.
- Proven experience in workforce planning, people strategy and recruitment.
- Strong understanding of IR legislation and Victorian Government employment practices.
- Ability to lead transformation and change in complex, fast-paced environments.
- Deep expertise in industrial and employee relations, including negotiation and implementation of enterprise agreements.

Core Skills

- Exceptional communication and networking skills, with the ability to engage diverse stakeholders and influence outcomes across executive, board, and sector-wide levels.
- Ability to champion responsive, high-quality service delivery across the organisation.
- Strong analytical and conceptual thinking, with the ability to translate data into strategic insights.
- Skilled in facilitating collaborative decision-making and leading high-performing teams.
- Proven ability to build internal capability, develop talent, and support succession planning.
- Commercial acumen with experience in budget management and financial analysis.
- Skilled in negotiating and assessing complex proposals, contracts, and service agreements.

Relationships

The Group Manager People & Culture operates in a highly collaborative and influential capacity, engaging with a broad range of internal and external stakeholders to drive a high-performing organisation.

The role requires high-level influencing and negotiation skills, particularly when navigating sensitive, complex workforce matters, organisational change, and enterprise-wide initiatives.

The role is accountable for building and maintaining trusted relationships across all levels and areas of the organisation, fostering a culture of collaboration, transparency, and continuous improvement.

It plays a critical role in influencing organisational culture and capability, often in environments of ambiguity, transformation, and reform.

Reporting relationships:

The role reports directly into the Executive General Manager, Corporate Services.

Internal relationships:

As a leadership position, this role requires daily interaction with the People & Culture Team.

Frequent touch points with the Executive Leadership Team, senior managers, and business units are key to provide strategic advice, and ensure alignment between people strategies and organisational priorities. These interactions are often sensitive and complex, involving competing priorities, risk considerations, and the need to balance operational and strategic imperative.

This position is a member / chair of the following committees and working groups:

- Diversity & Inclusion Reference Group (Chair)
- Wellness Group (Chair)

- Executive and Senior Leadership forum
- Audit and Risk Committee

External relationships:

Externally, the role represents VicTrack in forums with government agencies, unions, legal advisors, and other key stakeholders such as Department of Transport and Planning (DTP) and Department of Treasury and Finance (DTF). These engagements require diplomacy, sound judgement, and the ability to negotiate outcomes that uphold VicTrack's values while meeting legislative and industrial obligations.

The role is also required to be a member of the following external committees:

- Training for the Future Steering Committee – meets quarterly
- Aboriginal Determination Steering Committee – meets monthly
- Transport People Portfolio Committee – meets monthly
- Diversity and Inclusion Steering Committee – meets monthly
- Women in Transport portfolio
- Transport Portfolio People Committee

Judgement and risks

The role exercises high-level judgement in a complex and dynamic environment, with decisions often carrying significant organisational, and at times, statewide implications.

Operating with a high degree of ambiguity and sensitivity, the role balances competing priorities and assesses risk to ensure alignment with VicTrack's strategic objectives and public sector obligations.

Accountable for risk-informed decision-making across the employee lifecycle, including workforce planning, performance management, compliance, and cultural transformation. The role ensures strategic HR initiatives are underpinned by sound risk assessment and aligned with best practice.

Key areas of judgement and risk may include:

- Leading enterprise agreement negotiations and union engagement.
- Overseeing workforce restructures and change programs.
- Driving VicTrack's culture program and psychological safety initiatives.
- Ensuring compliance with employment legislation, government policy, and internal frameworks.
- Monitoring and implementing controls across performance, rewards and recognition, and workforce planning.

- Exercising strategic decisions on HR priorities based on emerging trends, risks, and organisational needs.

Independences

The Group Manager People & Culture operates with a high level of autonomy and strategic authority, leading the People & Culture function in alignment with VicTrack's organisational objectives.

With delegated authority across the full People & Culture portfolio, the role makes independent, high-impact decisions in complex and high-risk contexts, directly influencing the delivery of VicTrack's Transformation Strategy and employee experience.

As a senior leader, the role contributes to VicTrack's strategic direction with freedom to shape divisional business plans, set priorities and determine approaches that drive workforce capability, cultural transformation, and operational excellence.

Strategic change

The Group Manager People & Culture is responsible for supporting VicTrack through a significant period of change. In partnership with the Executive Leadership Team, the role leads complex, enterprise-wide initiatives that underpin the Transformation Strategy, Culture Program, and the ambition to become a high-performing organisation.

By demonstrating forward-thinking leadership, exercising strategic judgement, and driving innovation and continuous improvement, the Group Manager People & Culture ensures people outcomes are embedded, sustained, and aligned with VicTrack's future-focused direction.

Impact

The role is responsible for developing and implementing policy frameworks and people strategies that shape the organisation's future readiness, culture, and performance. Through leadership of key initiatives, including the Transformation Strategy, Culture Program, and workforce planning, the role influences outcomes across the organisation and contributes to broader sector-wide reform.

Decisions and strategies led by this role have measurable impact internally and across the Victorian public sector, particularly in areas of employment policy, workforce equity, and organisational design.

Key areas of impact may include:

- Develop and implement strategic workforce planning to ensure current and future capability needs are met, aligned with VicTrack's long-term objectives.
- Deliver HR Strategy initiatives that position VicTrack as a high-performing organisation and support sector-wide transformation.
- Lead the delivery of the statewide initiative, Gender Equity Action Plan, identify gaps and developing policy responses that promote equity and inclusion.

Manage sensitive integrity matters, including those reported through the Core Integrity hotline, with consideration of whole-of-organisation impact, and leverage the HR Business Partnering team to support resolution and organisational learning.

Breadth

The Group Manager People & Culture leads a broad and strategically significant portfolio, with enterprise-wide responsibility for shaping VicTrack's people strategy, workforce capability, and organisational culture. Spanning HR Operations, Business Partnering, workforce planning, employee relations, and policy development, the role directly influences organizational transformation and performance.

As a key stakeholder, the role contributes to VicTrack's strategic direction and ensures alignment of people initiatives with government priorities. Its impact extends across the organisation and into the broader public sector, supporting reform, equity, and future workforce readiness.

Resource management

Team size

- The Group Manager People & Culture leads a team of 14 with two layers of management.
- The role has five direct reports.

Budget

The role manages an annual operating budget of approximately \$3 million, with a Delegation of Authority up to \$500k.

Customer focus

VicTrack staff practise customer focus by recognising the importance of valuing customers (internal and external) and ensuring that all activities are oriented towards meeting customer needs. We listen to customers about their expectations and focus on delivering solutions that address their needs. Customer focus also includes proactively seeking and acting on feedback to enhance the customer experience.

This position has organisational responsibility to ensure our collective approach to a customer centric approach is delivered, managed and monitored.

Safety and environmental responsibilities

Ensure safety and environmental instructions are adhered to and report any inappropriate practices and incidents. Comply with the *Occupational Health and Safety Act*, as it applies to self, tenants and customers, and environmental legislation in regard to preserving the environment.

Rail safety

All staff who may be required to come into contact with rail activity, including design work and the management of other staff, must:

- be responsible for their actions where those actions can in any way affect or compromise railway safety
- be aware of the railway safety requirements associated with their duties and responsibilities
- take whatever action is possible to prevent unsafe conditions and/or incidents
- report any railway safety problems/hazards to the Manager Safety
- safely access the rail corridor.