

Job Description – People and Culture Business Partner Lead

MASH Trust is an innovative provider of health and disability support services based in Palmerston North, supporting 2,000+ people and whānau.

Our services are offered through day programmes, support within MASH homes, and support in the community.

We operate throughout the lower North Island in Wellington, Kapiti, Horowhenua, Manawatu, Whanganui, and Hawkes Bay.

MASH Trust Mission & Values

Our Mission: Working together to achieve great lives.

Our Values

- Relationships – Build open relationships based on honesty and respect
- Communication – Communicate with an open mind and heart
- Mana – Recognise and promote the mana and strengths of the individual
- Opportunities – Take opportunities to learn and grow together
- Believe – Believe that together we will make a difference
- Fun – Make fun a goal

Overview

Reports To:	Chief People Officer
Direct Reports:	3
Location:	Palmerston North (with travel across the lower North Island as required)
Hours:	Full-time (80 hours per fortnight)
Delegations:	Tier 4 – In accordance with current delegations' policy

Role Purpose

The purpose of the People and Culture Business Partner Lead role is to lead a team of other People and Culture Business Partners and Advisors and to be a primary point of contact for the organisation by operating as a trusted advisor and business partner to senior managers and their teams, on our people, leadership, culture, and change imperatives. Leading the team and setting work plans and priorities plays an important part of this role which is a combination of both leadership and active

business partnering within MASH Trust. The role also contributes to enterprise workforce management by supporting workforce planning, workforce establishment, organisational design, workforce analytics, and the effective use of workforce systems to support organisational capability, compliance and service delivery.

The role combines day-to-day business partnering with opportunities to shape future-focused people initiatives and continuous improvement. It operates across all areas of People and Culture, including employment relations, organisational development, learning, performance, workforce analytics, workforce management practices and people systems.

MASH is a people-oriented organisation which has grown substantially in recent years. We are proud of MASH's work and accomplishment in the health and disability sector, and we are determined to keep developing into the future.

The People & Culture Business Partner Lead is expected to function in accordance with Te Tiriti o Waitangi principles.

Key Relationships

All MASH Trust staff have a responsibility for managing relationships in some or all the key sectors we work within. In this role, the key relationships to be developed include:

Internal:

- Chief Executive, The MASH Board and Sub-Committees, Executive Leadership Team (ELT), Senior Leaders, MASH managers and staff

External:

- Funders including but not limited to (Te Whatu Ora, Whaikaha (Ministry for Disabled People), Oranga Tamariki, Corrections, Local Authorities), the people we support, family/whānau and tangata whenua, iwi partners, primary & community health teams, related Health and Disability Service Providers, contractors, suppliers

Key Areas of Responsibility

Key Area of Responsibility	Tasks	Performance Measures
Working Relationships – Supporting the Frontline	Establish and maintain effective working relationships with all leaders. Referencing a Stakeholder Engagement plan enact effective lines of communication for all employees, in a manner that supports the leader/employee relationship. Provide leaders with easy-to-use models that extend a culture aligned	Feedback from internal leaders supports that the relationship is positive and adds value and that solutions to resolve people related matters are fit for purpose and supports leaders with their decision making.

Key Area of Responsibility	Tasks	Performance Measures
	practice e.g., problem identification, analysis, and decision-making models for teams, giving difficult feedback to a staff member or team. Provide advice and support to leaders on implementation and delivery of initiatives that build team success. Actively participate alongside managers as they work with their teams in: - work planning and problem solving - development planning and performance standards - non-performance; and - disciplinary processes Contribute to the development of MASH's programmes, policies, and procedures. Provide guidance, and support to leaders on employee processes including ER support throughout the employment relationship and lifecycle, so our leaders consistently comply with people policy and practice and manage risk appropriately. Actively contribute your experience and capability across all People & Culture disciplines including our culture, leadership, and change programmes to drive MASH performance towards its goals. Motivate, encourage, and build capability in leaders and their teams to identify, plan for and manage their own learning to contribute effectively to MASH's goals.	Active stakeholder engagement plan and demonstrated outcomes from the plan are achieved. Employment relations matters are managed appropriately end to end including any action plans that may result. MASH ensures it works to agreed terms and conditions, entitlements and policies and procedures in changing workplace relations environments. Employee wellbeing initiatives are effective and make an impact specific to the needs of the staff. Safe work and work design are part of the way we do things around here. Policies and procedures relating to people are fit for purpose and current. Proactive and sound advice is provided to leaders throughout the employee lifecycle as evidenced by high levels of leader satisfaction and low levels of similar issues occurring.
Team Leadership	Build team and individual capability; Set goals; coach and mentor individual performance and growth. Have Performance Development Plans in place for all direct reports	Maintain safe and appropriate staffing levels that meet the needs of the people we support/our organisation. Talent plans and talent mapping identifies actions to take to impact

Key Area of Responsibility	Tasks	Performance Measures
	Set team goals and plans around the support business leaders need and want. Set clear expectations for the team to deliver to these goals and plans.	positively on sourcing and managing talent end to end. Improvement in engagement and retention and employee job satisfaction scores for area of responsibility and organisation. Our people grow and develop over time. The business partnering team support the organisation and its people providing sound advice and support that is relevant and aligned to need and demand.
People, Culture & Wellbeing	Develop and role model a strong culture/morale throughout the organisation. Attract, develop, and retain a capable, engaged business partnering team. Staff turnover is reduced or minimised.	Turnover rate is no greater than 20% per annum. Maintain safe and appropriate staffing levels that meet the needs of the people we support/our organisation. Improvement in engagement and retention and employee job satisfaction scores for area of responsibility and organisation. Development and succession plans are in place and are living documents. Learning and development objectives are being achieved
People data and analytics	Analyse people and workforce information to identify trends, workforce implications and organisational risks, and provide advice that supports workforce planning, resource allocation and informed organisational decision-making. Support enterprise workforce management by providing workforce planning, workforce analysis, establishment management and advice that enables informed organisational decision-making.	Relevant people data and analytics are available to people leaders Advice, planning and actions are based around key trends and align organisational objectives Workforce information and analysis supports effective workforce planning, resource allocation and organisational decision-making. The organisation is appraised of and remains up to date with people and workforce trends and information so it

Key Area of Responsibility	Tasks	Performance Measures
	Monitor the external environment for legislation and practice changes, or developing workforce trends that impact the organisation, employees, and leadership.	can make the right people related decisions
Risk Management	Identify, report, reduce/ eliminate situations of potential/real risk to MASH and its commercial stability. Report on all areas of significant risk. Adhere to MASH Trust's policies and procedures.	Risk Management plans are current and regularly reviewed for the business partnering division. MASH Trust policies and procedures are followed to reduce risk to the organisation and ensure quality and consistency are maintained.
Stakeholder Engagement	Support the maintenance of a positive image of MASH internally and externally. Develop, effective and appropriate networks and links with a variety of agencies and organisations. Initiate and attend meetings with appropriate to MASH and the lead business partner role. Proactively share information and strategies internally and externally as appropriate.	Assist to raise the organisation's reputation and profile by addressing funder, community groups and stakeholders (both internal and external). Bring to MASH information relevant to our organisation to ensure we continue to innovate and evolve based on best practise and sector developments. Feedback supports that you engage with stakeholders positively and professionally.
Health and Safety, Privacy	Work in accordance with MASH's Health and Safety Framework and Plan as well as the Privacy framework. Apply health and safety policies and procedures operating within the framework of acceptable workplace practice. Demonstrate commitment to all elements of health and safety promoting awareness and understanding within the team and wider organisation Comply with responsibilities of the Health and Safety at Work 2015 legislation.	Work safely encouraging and supporting others to do the same. Health & Safety incident reporting and analysis is completed promptly and in accordance with policies and procedures. Required corrective actions are taken. Strategies are in place and actions taken that reduce harm and improve safety while growing a resilient workforce. All staff are trained in the Privacy Act 2020 and their obligations as it relates to their role.

Key Area of Responsibility	Tasks	Performance Measures
Continuous Improvement	Support a culture of curiosity, improvement, and shared learning across MASH.	We build on our culture of quality and innovation and can demonstrate improvements in consistency and responsiveness. Accreditation audits are completed with few, if any, improvement recommendations
Te Tiriti o Waitangi & Cultural Competence	Demonstrate commitment to honouring Te Tiriti o Waitangi. All staff are expected to support better health outcomes for Māori by working in partnership with Māori, respecting Māori leadership and perspectives, and helping to create a culturally safe environment. This includes learning about Te Tiriti, understanding its relevance to our work, and making sure Māori voices and needs are included in our decisions and services.	We can demonstrate understanding of Te Tiriti o Waitangi and its relevance to each person's role. There is evidence of increased Māori participation and engagement and improved equity, cultural safety and positive outcomes for kamahi and whanau Māori.
Other Duties	Any other duties reasonably associated with the role.	

Travel

Travel to MASH sites across the lower North Island may be required (occasionally with overnight stays).

Person Specifications

Core Competencies

<i>Decision quality:</i>	Sound, timely judgement using analysis and experience.
<i>Business insight:</i>	Understand drivers, trends, and how strategies play out.
<i>Customer focus:</i>	Build solutions that meet customer needs and sustain relationships.
<i>Accountability:</i>	Own outcomes; set clear measures and feedback loops.
<i>Build effective teams & networks:</i>	Foster belonging, collaboration, and cross-functional relationships.
<i>Vision & purpose:</i>	Communicate a compelling future and rallys support.
<i>Communication:</i>	Tailor messages; listen actively; enable open dialogue.
<i>Trust & integrity:</i>	Keep commitments, act consistently. Maintains confidentiality.
<i>Adaptability:</i>	Read context and adjust approach.

Experience & Skills:

- A minimum of five years Human Resource generalist experience at business partnership level, preferably with team leadership experience
- Understanding of enterprise workforce management, including workforce planning, workforce establishment, organisational design and workforce analytics.
- Sound working knowledge of NZ employment legislation, contexts and best practice
- Can learn new HR specialist information and systems quickly
- Understands and applies HR specialist knowledge to the job.
- Sound problem-solving ability
- Proven ability to build proactive interpersonal working relationships at all levels and with people from a variety of backgrounds working effectively in a team environment
- High level of professionalism and skilled in conflict resolution and empowering leaders
- Experience in providing coaching, mentoring and advising senior managers and leaders across all people processes
- Development and delivery of HR & OD initiatives
- Organisational Development experience an advantage
- A working understanding of the Health and Safety at Work Act 2015 and to ensure the health and safety of all workers.
- Sound practical experience in risk management and prevention of harm
- Health/social/public sector experience advantageous.
- Strong facilitation / presentation and communication skills (verbal, written, interpersonal).
- Able to work independently, with good judgement and initiative.
- Is curious and has a strong desire demonstrated by previous experience, in continuous improvement
- Understanding of tikanga and Te Tiriti o Waitangi in practice at MASH Trust.

Qualifications & Other Requirements:

- Relevant tertiary qualification (Human Resource Management)
- Comfortable using digital learning tools, LMS platforms, and Microsoft applications
- Can demonstrate agility within a complex adaptive environment
- Able to build trust and confidence between the business enabling services and the programme delivery divisions.
- Visionary, innovative, and supportive leadership style
- Values-based leadership with the ability to lead cultural and service change.
- Passionate about supporting others to grow and succeed.
- Practical, solutions-focused, and able to turn ideas into successful outcomes.
- Positive “can-do” attitude with strong resilience and adaptability.
- Commitment to equity, inclusion, and culturally safe practice.
- Demonstrated commitment to the principles of the Treaty of Waitangi and Te Ao Māori
- Flexibility to work varied hours and across multiple locations as required
- Full, clean NZ driver licence.

Acknowledgement

The information contained in this job description is intended to describe the nature and level of work to be performed. This is not considered an exhaustive list of all the responsibilities, duties or skills required in the role. Duties may change following discussion with the role holder.

Employee Acknowledgement

I confirm that I have received, read, and understood the job description for my role. I understand the responsibilities, expectations, and requirements outlined, and I have had the opportunity to ask questions about any parts that needed clarification.

Employee Name: _____

Signature: _____

Date: _____