



HERITAGE LIFECARE

Position Description

Head of People Services

Company Overview:

Heritage Lifecare is a provider of Residential Aged Care Facilities and Retirement Villages throughout New Zealand. We aim to add value and enhance performance for all those in our care homes and villages. Our employees are united in our common purpose, mission and values and strive to ensure the delivery of respectful and caring services, in an environment that is safe for residents.

Heritage aims to enable the continued pursuit of excellence in care through monitoring, auditing, actioning and evaluation of service whilst respecting and valuing our residents, families/whānau and staff.

As an organisation we are committed to providing ‘**A Better Everyday**’ for our residents, their whānau and friends, and our employees by aligning our actions to our company values.

People First – Kia tika te rere o te waka

Enhance the health, safety and wellbeing of our people.

Nurturing Success – Poipoia te angitu

Seize opportunities and experiences every day in every moment.

Better Together – He toa takitini

Work together in respect and harmony to empower everyone.

At Heritage Lifecare Limited we are committed to embracing diversity by ensuring we apply the principles of merit, equality, fairness and transparency to our working practices, enabling decisions and actions to be free from discrimination, conflict of interest and favouritism. We do this with a commitment to the principles of Te Tiriti o Waitangi – Partnership, Participation and Protection.

Heritage Lifecare is committed to Ngā Paerewa Health and Disability Services Standards, supporting a person and whānau-centred health and disability service where people are empowered to make decisions about their own care and support in order to achieve their goals.

Position Overview:

The Head of People Services leads the operational delivery of Heritage Lifecare's People & Culture services across the employee lifecycle, providing a clear, responsive and customer-focused front door for routine people support and employment transactions.

This is a hands-on operational leadership role. The Head of People Services works alongside the team to establish and embed the People Services model, actively supporting service delivery, resolving operational issues, balancing workload and priorities, and building capability while progressively improving systems, processes and self-service.

The role is accountable for the design, optimisation and performance of the People Services operating model, including clear service standards, tiered support pathways, end-to-end employee lifecycle processing, recruitment and remuneration administration, learning systems support, people systems, time and attendance interfaces, documentation and first-level support for managers and employees.

A key responsibility is ensuring work is undertaken at the right level. The role embeds the tiered P&C service model, ensures enquiries are resolved efficiently or escalated appropriately, and works across the wider P&C team to create clear hand-offs, shared accountability and a seamless customer experience.

The Head of People Services works closely with Finance, Technology and Heritage Lifecare's outsourced payroll provider. People Services owns the people and employment transaction and the quality, completeness and timeliness of employment information; Payroll/Affinity remains accountable for payroll processing and pay outcomes.

The role also leads operational improvement across People Services, including process simplification, automation, self-service, systems optimisation and readiness for future HRIS and digital capability. It translates People Strategy into practical, scalable services that improve manager and employee experience and create capacity for higher-value P&C work.

Reports to: Chief People Officer (CPO)

Direct Reports: People Services Adviser (x2)
People Services Senior Systems Specialist
People Services Coordinators (x2)

Functional Relationships:

- **Internal**
 - Executive Leadership Team
 - Finance Team
 - Technology Team
 - Regional Business Managers
 - Care Home and Village Managers

- Clinical Services Managers
- Employees across Heritage Lifecare
- People & Culture Business Partners
- People & Culture Functional Heads, Principal Adviser – Strategy & Innovation and wider P&C team
- **External**
 - Outsourced Payroll Provider
 - People technology, HRIS, Time & Attendance and Learning Systems vendors
 - Employment and Systems Consultants
 - Government Agencies and Regulatory Bodies

Team Structure: People and Culture Group

Head of People Services reports to the Chief People Officer and leads two People Services Advisers, the People Services Senior Systems Specialist and two People Services Coordinators.

Key Accountabilities:

People Services Leadership

1. Lead and develop a high-performing People Services team focused on service excellence, accuracy, continuous improvement and customer experience.
2. Operate as a hands-on leader and player-coach, working alongside the team to manage priorities, resolve issues and establish sustainable service practices.
3. Coach, mentor and develop team members, supporting broad capability, cross-skilling, portfolio leadership and clear career pathways.
4. Establish clear service standards, performance measures, operational priorities and expectations for end-to-end ownership.
5. Actively manage workload, capacity, service demand and resourcing, escalating risks and adjusting delivery approaches where required.

People Services Operating Model

1. Lead the implementation, embedding and continuous improvement of Heritage Lifecare's People Services operating model and front-door service.
2. Embed and maintain the tiered P&C support framework, ensuring routine activity is resolved through self-service and People Services wherever appropriate and higher-level matters are escalated to the right capability.
3. Ensure employee and manager enquiries are managed efficiently through agreed service channels, with clear case ownership, hand-offs and escalation pathways.
4. Monitor service demand, performance, customer feedback and trends, using insights to improve responsiveness, quality and customer experience.
5. Promote one P&C team ways of working, ensuring functional accountability supports rather than replaces collaboration, flexibility and shared customer outcomes.

Employee Lifecycle Services

1. Ensure effective, accurate and timely delivery of employee lifecycle and operational People Services, including:
 - a. Recruitment and talent acquisition administration and coordination
 - b. Pre-employment, onboarding and induction administration
 - c. Employment agreements, variations and other employment changes
 - d. Position, transfer and secondment administration
 - e. Remuneration review administration and approved remuneration changes
 - f. Learning Systems administration and first-level learner support
 - g. Employee records, documentation and people data maintenance
 - h. Offboarding and termination administration
2. Ensure People Services owns the preparation and checking of employment documentation, with appropriate specialist support or escalation where required.
3. Ensure employee records and employment information are accurate, complete, timely, secure and maintained in accordance with privacy and recordkeeping requirements.
4. Maintain strong process controls and quality assurance to support compliance with employment legislation, organisational policy and payroll interfaces.
5. Continuously review employee lifecycle processes to simplify work, improve manager and employee experience and reduce avoidable manual activity.

Recruitment & Talent Acquisition

1. Ensure effective end-to-end operational recruitment and talent acquisition support through People Services, with the designated People Services Adviser providing portfolio leadership for Recruitment & Remuneration.
 2. Ensure hiring managers receive responsive support across recruitment planning, advertising, candidate management, selection coordination and pre-employment activity.
 3. Ensure employment documentation, pre-employment checks and onboarding requirements are completed accurately and on time.
 4. Maintain effective recruitment systems, records, controls and reporting and ensure recruitment processes meet organisational and legislative requirements.
 5. Partner with the Principal Adviser – Strategy & Innovation and wider P&C team where recruitment activity connects with Heritage's EVP, workforce priorities and employer brand.
 6. Identify and implement opportunities to improve recruitment processes, technology, candidate experience and manager self-service.
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Remuneration Review & Processing

1. Lead the operational coordination and administration of annual remuneration review processes, with the designated People Services Adviser providing portfolio leadership for Recruitment & Remuneration.
 2. Ensure remuneration data, reports, approvals and documentation are accurate, controlled and completed within agreed timeframes.
 3. Ensure approved salary, remuneration and related employment changes are processed accurately and communicated to Payroll/Affinity through agreed controls and hand-offs.
 4. Maintain accurate remuneration records and appropriate confidentiality, approval and audit controls.
 5. Support remuneration benchmarking, job evaluation and market analysis activity as required by the CPO and relevant P&C leaders.
 6. Ensure routine remuneration queries are resolved through People Services and higher-risk or strategic matters are escalated appropriately.
 7. Use remuneration process insights to identify opportunities for simplification, automation and improved manager experience.
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People Systems, Learning Systems & Digital Enablement

1. Provide operational leadership and governance across People Services systems, including HR systems, time and attendance interfaces and Learning Systems service delivery.
 2. Ensure the People Services Senior Systems Specialist provides senior specialist capability across T&A and HR systems, system integrity, workflows, configuration, testing and continuous improvement.
 3. Ensure the designated People Services Adviser provides portfolio leadership for Learning Systems, including first-level learning-system enquiries, access, routine administration, user support and service improvement.
 4. Maintain clear boundaries with Learning & Capability, which retains professional ownership of learning strategy, content, programmes and learning solutions, and with Technology/vendors for technical platform matters.
 5. Lead People Services readiness and operational input for future HRIS, automation, AI-enabled process improvement and digital service initiatives in partnership with the CPO, Principal Adviser – Strategy & Innovation, Technology and relevant vendors.
 6. Promote strong user adoption, system governance, data quality and simple, intuitive self-service experiences for managers and employees.
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Payroll Partnership & Process Integrity

1. Act as the primary People & Culture operational relationship lead with Heritage Lifecare's outsourced payroll provider, working closely with Finance and relevant internal stakeholders.
2. Maintain clear accountability: People Services owns people/employment transactions and the quality, completeness and timeliness of employment information; Payroll/Affinity owns payroll processing and pay outcomes.

3. Ensure effective controls, service standards and hand-offs between People Services, Finance and Payroll/Affinity, with issues escalated and resolved at the appropriate level.
 4. Investigate and resolve complex People Services process or information issues that may affect payroll accuracy, while ensuring payroll processing matters remain with the accountable payroll provider/function.
 5. Support payroll-related audits, compliance reviews and process improvement activity where People Services inputs or controls are in scope.
 6. Use recurring issues and service data to improve upstream people processes, manager practice, system controls and information quality.
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People Systems & Operational Excellence

1. Lead continuous improvement of People Services systems, workflows, service channels and operational processes, supported by the People Services Senior Systems Specialist and Adviser portfolio leads.
 2. Drive simplification, automation, AI-enabled improvement and self-service opportunities that improve customer experience, reduce manual effort and release capacity for higher-value work.
 3. Ensure systems, workflows, controls and processes remain fit-for-purpose, scalable and aligned with organisational requirements and the wider P&C operating model.
 4. Partner with Technology, the Principal Adviser – Strategy & Innovation and external vendors on HRIS, system enhancements, integrations, testing, implementation and adoption activities.
 5. Ensure current process documentation, knowledge articles, service guidance and standard operating procedures support consistent service delivery and knowledge continuity.
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Process Analysis, Insights & Continuous Improvement

1. Analyse service demand, case volumes, employee lifecycle activity, system performance, processing quality and customer feedback to identify risks and improvement opportunities.
 2. Investigate root causes of recurring service, process and data issues and implement sustainable solutions.
 3. Provide operational insights and recommendations to the CPO and P&C leadership team to support informed decisions on service delivery, capacity and priorities.
 4. Lead or support process redesign, workflow improvement and operational change initiatives across People Services and its key interfaces.
 5. Foster a culture of continuous improvement, practical innovation and operational excellence while ensuring changes are embedded and benefits are realised.
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Stakeholder Partnership

1. Build trusted relationships with managers and leaders across Heritage Lifecare and ensure People Services is accessible, responsive and practical.
 2. Partner closely with People Partnering & ER, Learning & Capability, Health & Safety, the Principal Adviser – Strategy & Innovation, Finance and Technology to deliver joined-up outcomes.
 3. Act as a trusted operational adviser on People Services, employee lifecycle processes, service design, systems and service improvement.
 4. Champion one P&C team ways of working, ensuring customers experience clear ownership and are not unnecessarily passed between teams.
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Health and Safety

Heritage Lifecare is committed to a process of continuous improvement in order to achieve excellence in the management of health and safety at all of our workplaces.

As a manager of people, you are required to demonstrate leadership in all health and safety matters for your area of responsibility. This includes ensuring compliance with the Health and Safety at Work Act 2015 and fostering a culture where health, safety and wellbeing are embedded into everyday activities.

You are expected to:

- Build a positive health and safety culture.
 - Aim for zero harm.
 - Identify, eliminate or minimise risks so far as is reasonably practicable.
 - Report hazards and incidents.
 - Support consultation and communication on health and safety matters.
 - Investigate incidents and implement learnings.
 - Ensure employees have the knowledge and capability to work safely.
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Financial Authority

As delegated by the Chief People Officer.

Person Specification

Qualifications & Experience

- Relevant tertiary qualification in Human Resources, Business, Employment Relations, Operations or a related discipline, or equivalent relevant experience.
- Minimum 7 years' experience in complex People Operations, People Services, HR operations or related service environments, including leadership responsibility.
- Demonstrated experience leading operational service delivery teams and operating as a hands-on leader through periods of change or service establishment.
- Strong working knowledge of New Zealand employment legislation and employee lifecycle compliance requirements.
- Sound understanding of payroll interfaces, employment information controls and outsourced payroll operating models.
- Experience working effectively with outsourced providers, Technology teams and external vendors.
- Strong experience with HRIS, time and attendance, learning systems and/or case management platforms; experience supporting HRIS implementation or transformation is advantageous.
- Demonstrated experience in process improvement, automation, operational excellence and service delivery transformation.
- Experience establishing service standards, workflow management, operational metrics and tiered service or shared-service models.
- Proven ability to lead change, build team capability and embed sustainable improvements in a customer-focused environment.
- Strong analytical, problem-solving, process design and digital capability, with an interest in emerging technology and AI-enabled service improvement.

Core Competencies

Trusted Partner

Builds trusted relationships and delivers practical, people-centred and customer-focused solutions. Demonstrates credibility, reliability and professionalism while working collaboratively across one P&C team.

Driving for Results

Sets high standards and consistently delivers quality outcomes. Balances service demand, team capacity and priorities, using measures and service insights to drive performance and continuous improvement.

Operational Excellence

Creates efficient, scalable and sustainable services. Focuses on simplification, quality, compliance, clear ownership and customer experience.

Continuous Improvement

Challenges the status quo, identifies root causes and implements practical improvements across services, systems and processes, including automation and self-service opportunities.

Business Acumen

Understands organisational and operational drivers and uses commercial thinking to improve service performance, capacity and customer outcomes.

Courage

Provides constructive challenge, makes sound operational decisions, addresses issues directly and escalates risk appropriately while maintaining positive relationships.

Data & Process Insight

Uses data, service trends, customer feedback and operational information to identify opportunities, solve problems and support informed decisions.

Facilitating Change

Leads and embeds change in a practical, people-centred way, supporting adoption of new processes, systems and ways of working while maintaining service continuity.

The intent of this Position Description is to provide a representative summary of the major duties, responsibilities and competencies expected of the role. Employees may be required to undertake other duties consistent with the nature and level of the position.