



HERITAGE LIFECARE

Position Description

Principal Adviser – Strategy & Innovation – People & Culture

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 Principal Adviser – Strategy & Innovation is a senior individual contributor who supports the Chief People Officer to translate Heritage Lifecare's People Strategy and enterprise workforce priorities into coordinated action, measurable outcomes and sustainable organisational improvement.

Reporting directly to the Chief People Officer, the role works alongside the People & Culture functional Heads as a cross-functional strategic resource. It connects priorities across the P&C portfolio, provides additional capacity for enterprise initiatives, and helps break down silos while functional accountability remains with the respective Heads.

Working across People Services, People Partnering & ER, Learning & Capability, Health & Safety and wider corporate functions, the Principal Adviser leads and supports strategic implementation, transformation, innovation, strategic workforce planning, organisation design, employee value proposition, employee experience and selected cross-functional programmes.

The role acts as a catalyst for strategic execution – turning insight and strategy into practical delivery, strengthening governance and benefits realisation, and bringing future-focused thinking to workforce, technology and ways of working in support of Heritage's commitment to A Better Everyday.

Reports to: Chief People Officer (CPO)

Direct Reports: Nil

Functional Relationships:

Internal

- Chief People Officer
- People & Culture Functional Heads and Leadership Team
- People & Culture Business Partners, Advisers and specialist team members
- Regional Business Managers
- Care Home and Village Managers
- Corporate Services Leaders
- Technology
- Finance

External

- External consultants
- People technology and other relevant vendors
- Change and transformation specialists
- Industry bodies and professional networks

Key Accountabilities:

Strategy Implementation & Governance

- Support the Chief People Officer to develop, implement, monitor and evolve Heritage Lifecare's People Strategy.
- Translate enterprise people and workforce priorities into clear roadmaps, programmes, milestones and measurable outcomes.
- Coordinate annual People & Culture planning and strategic roadmap activity across the portfolio.
- Prepare high-quality Executive and Board papers, business cases, strategic recommendations and decision material.
- Monitor strategic initiatives, risks, interdependencies, outcomes and benefits, escalating where required.
- Provide evidence-based advice to the Chief People Officer on emerging strategic priorities and opportunities.

Strategic Portfolio & Cross-functional Delivery

- Coordinate selected cross-functional People & Culture programmes and workstreams on behalf of the Chief People Officer.
- Establish proportionate governance, delivery disciplines, milestones, measures and reporting for strategic initiatives.
- Connect work across functional Heads and wider business partners while respecting functional ownership and accountability.
- Identify dependencies, capacity constraints and delivery risks and support practical resolution.
- Undertake post-implementation reviews and support benefits realisation and continuous learning.

Innovation & Future Workforce

- Champion practical innovation and future-focused thinking across People & Culture.
- Research emerging workforce trends, technologies, service models and leading practices and translate relevant insights into action.
- Evaluate opportunities arising from AI, automation and digital solutions in partnership with Technology, People Services and functional specialists.
- Develop and test new approaches through pilots, experimentation and structured evaluation before wider implementation.
- Build innovation capability and encourage evidence-based experimentation across the P&C portfolio.

Strategic Workforce Planning & Organisation Design

- Lead and coordinate enterprise strategic workforce planning approaches, frameworks and priority initiatives with the CPO and functional leaders.
- Use workforce insights, business priorities and future capability requirements to identify workforce risks, gaps and opportunities.
- Provide strategic organisation and operating model design support for enterprise change and transformation initiatives.
- Partner with functional Heads and business leaders to translate future workforce requirements into practical workforce and organisational responses.

Digital Transformation & Future Ways of Working

- Partner with Technology, People Services and vendors to identify opportunities to strengthen digital P&C capability and future ways of working.
- Support strategic implementation of new people technologies, ensuring alignment with the wider People Strategy and operating model.
- Identify opportunities for automation, AI-enabled improvement and process simplification that improve employee and manager experience and organisational effectiveness.
- Promote adoption of simple, intuitive and customer-focused digital services while ensuring appropriate governance and risk consideration.

Employee Value Proposition & Employee Experience

- Lead the development and ongoing evolution of Heritage's Employee Value Proposition, using workforce insights, employee feedback and emerging workforce trends to strengthen attraction, engagement and retention.
- Lead the enterprise employee experience framework and improvement priorities, using employee insights and feedback to identify opportunities and coordinate cross-functional improvements across the employee lifecycle.
- Coordinate the enterprise employee listening approach, including engagement and pulse mechanisms, and translate insights into clear themes and improvement priorities.
- Partner with People Services, People Partnering & ER and Learning & Capability to embed EVP and employee experience priorities through their respective functional accountabilities.
- Ensure enterprise employee experience initiatives align with Heritage's values, culture and organisational priorities.

Strategic Change & Organisational Effectiveness

- Provide strategic change and enterprise organisational development support for significant transformation initiatives.
- Lead or support organisation design, operating model and future ways-of-working activity where enterprise change requires it.
- Provide structured change planning, stakeholder engagement and implementation support to improve adoption and sustainable outcomes.
- Work closely with the Learning & Capability Business Partner where initiatives span strategic change, leadership, culture, team effectiveness or capability development.

Continuous Improvement, Insights & External Practice

- Identify enterprise themes, root causes and opportunities to simplify and improve P&C services and ways of working.
- Use data, research, employee insights and external benchmarking to inform priorities and recommendations.
- Facilitate process and service improvement activity where cross-functional coordination is required.
- Build relevant external networks and translate leading practice into practical improvements for Heritage.
- Evaluate the effectiveness of strategic People initiatives and promote evidence-based decision making.

Cross-functional Partnership

- Act as a trusted strategic adviser to the Chief People Officer.
- Build strong, collaborative relationships across all People & Culture functions and wider Heritage leadership teams.
- Influence without direct authority and create alignment around shared outcomes.
- Provide flexible strategic and project capacity to functional Heads for agreed cross-functional priorities without displacing their functional accountability.
- Promote a one P&C team approach, integrated solutions, knowledge sharing and customer-centred outcomes.

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 our workplaces.

As a senior member of the People and Culture team, you are expected to actively contribute to a positive health and safety culture by:

- Demonstrating visible commitment to health and safety.
- Taking reasonably practicable steps to identify, eliminate or minimise risk.
- Reporting hazards, incidents and near misses.
- Supporting consultation and communication on health and safety matters.
- Ensuring compliance with Heritage Lifecare health and safety policies and procedures.
- Promoting employee wellbeing and safe working practices.

Financial Authority

As delegated by the Chief People Officer.

Person Specification

Qualifications

- Tertiary qualification in Human Resources, Organisational Development, Business, Psychology, Commerce or a related discipline desirable.
- Relevant professional qualifications or extensive experience desirable.

Essential Experience

- 7+ years' experience in a senior People & Culture, strategy, transformation, organisational effectiveness, programme, change or advisory role, or equivalent relevant experience.
- Demonstrated experience leading complex strategic programmes, cross-functional initiatives and organisational change.
- Strong experience translating strategy into practical implementation, governance and measurable outcomes.
- Strong stakeholder engagement and influencing capability.
- Demonstrated innovation and continuous improvement experience.
- Experience establishing measures, evaluating benefits and using evidence to improve strategic delivery.
- Experience in strategic workforce planning, organisation design and/or operating model development.
- Strong facilitation, communication and presentation skills.
- Demonstrated ability to work across multiple functions and influence senior stakeholders without direct authority.

Desirable Experience

- Experience within healthcare, aged care or a highly regulated compliance environment.
- Experience with employee listening, EVP and/or enterprise employee experience programmes.
- Experience in workforce analytics, workforce planning or future workforce strategy.
- Experience with project or programme governance frameworks.
- Experience supporting HR technology, digital transformation, automation or AI-enabled improvement initiatives.

Personal Attributes

- Naturally curious and future-focused.
- Innovative thinker who challenges conventional approaches.
- Strategic but highly practical.
- Commercially astute.
- Strong systems thinker.
- Comfortable managing ambiguity.
- Highly organised and outcomes focused.
- Excellent communicator.
- Builds credibility quickly.
- Resilient and adaptable.
- Collaborative and inclusive.
- High personal integrity.
- Passionate about improving employee experience.
- Driven by continuous improvement outcomes.

Core Competencies

Strategic Thinking

Translates organisational strategy into practical, measurable actions while anticipating future opportunities and risks.

Innovation & Continuous Improvement

Champions practical innovation, emerging technology and evidence-based improvement to strengthen workforce outcomes, employee experience and organisational value.

Programme & Cross-functional Leadership

Leads complex strategic initiatives through clear governance, prioritisation, influence and coordinated delivery, with a strong focus on benefits realisation.

Stakeholder Partnership

Builds trusted relationships, influences effectively and collaborates across organisational boundaries to achieve shared outcomes.

Analytical Thinking

Uses evidence, research and data-driven insights to inform strategic decisions and solve complex business challenges.

Strategic Change & Organisation Design

Provides structured strategic change and organisation design thinking, connecting operating model, workforce and implementation considerations to achieve sustainable outcomes.

Driving Results

Maintains a strong focus on outcomes, accountability and delivery while balancing strategic priorities and operational realities.

Systems Thinking

Understands organisational interdependencies and designs integrated, sustainable solutions that improve end-to-end processes and organisational effectiveness.

Better Together

Works as a connector across the P&C portfolio, sharing knowledge, enabling functional Heads and building alignment around enterprise outcomes without creating silos.

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.