

## People Business Partner (Industrial and Employment Relations)

---

### **Kaupapa | Purpose**

Enable strategic, high-quality and bicultural People and Safety delivery by providing senior level business partnering, expert HR guidance and specialist advisory support across Toi Ohomai. The People Business Partner works alongside senior leaders to understand their strategic priorities, workforce needs and organisational challenges, providing targeted, evidence informed people solutions that strengthen leadership, uplift capability, and enable positive organisational and team outcomes.

Through deep functional knowledge, strong collaboration across PCW, and stewardship of specialist portfolios, the People Business Partner ensures consistent, equitable and future focused people practice that supports organisational success.

**Reports to:** Head of People and Safety

**Team:** People, Culture and Wellbeing

---

### **Ngā mahi | Do**

#### **Partnering**

Partner with senior leaders (SLT and selected managers) to align people strategies with organisational priorities, providing expert advice on workforce planning, organisational design and people related risks and opportunities.

Apply advanced HR expertise to complex people challenges, offering solutions that balance strategic need, legal compliance, wellbeing and equitable practice.

Build deep understanding of each partner area's operating environment to deliver tailored, proactive and impactful people solutions.

Work alongside leaders, providing expert guidance on complex ER/IR matters, ensuring safe, consistent, and legally compliant decision-making within their teams.

Partner with leaders to navigate high-risk situations (e.g., investigations, conflict, change), offering specialist advice and escalation pathways as needed.

Work alongside leaders to shape recruitment, plan for workforce needs, and manage talent and performance approaches that strengthen capability and align with business needs.

Coach leaders to embed effective performance, development and feedback practices, ensuring consistency and uplift in people leadership.

Provide specialist expertise on remuneration, job sizing and workforce data, enabling leaders to make evidence-informed, equitable and sustainable decisions.

Support leaders to interpret people insights and ensure partnering activity results in accurate documentation and data integrity.

Equip leaders to use workforce analytics and insights to guide strategic, evidence-informed people decisions.

Partner with leaders to plan and implement people-centred change, ensuring communication, processes and decisions are effective, safe and compliant.

Provide expert guidance on change frameworks and risk mitigation, helping leaders embed new structures, roles and ways of working.

### **Specialist portfolio (Industrial and Employment Relations)**

#### **Employment relations**

- Lead the design, development and ongoing stewardship of the employment relations frameworks, tools, standards and processes for Toi Ohomai.
- Oversee ER practice across the organisation by setting expectations, providing coaching, ensuring legislative alignment, maintaining guidance and templates, and monitoring consistency of application.
- Provide specialist guidance on complex employment relations matters (e.g., conduct, performance, wellbeing concerns), ensuring safe, legally compliant and consistent decision-making.

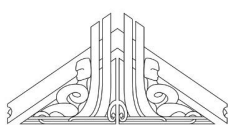
#### **Industrial relations**

- Lead the design and development of an industrial relations approach for Toi Ohomai, working alongside senior to ensure appropriate strategic objectives are captured.
- Lead constructive, transparent engagement with unions and provide expert advice on collective agreements, consultation requirements and industrial risk management.
- Support the planning and implementation of bargaining cycles and industrial relations strategies in partnership with the Head of People and Safety.
- Develop IR policies, processes and guidelines that ensure Toi Ohomai meets good-faith obligations and maintains constructive labour-management relationships.

#### **Change management**

- Develop the organisation's change management frameworks, policies and tools, ensuring they support safe, compliant and people-centred change.
- Set standards for consultation, communication, risk assessment and implementation, and oversee quality and consistency of change practice across Toi Ohomai.

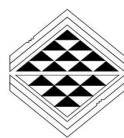
#### **Conflict management and mediation**



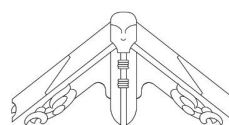
WHANAUNGATANGA



TOITUTANGA



MANAAKITANGA



KOTAHITANGA

- Lead the development of organisation-wide conflict resolution frameworks, early-intervention tools and mediation approaches that promote healthy team environments.
- Maintain and evolve guidance, training resources and escalation pathways that support managers and kaimahi to resolve issues constructively and consistently.
- Act as an internal mediator, facilitating early, constructive resolution of interpersonal or behavioural issues and promoting healthy team dynamics.

### Performance framework

- Own the performance framework, including design, guidance, refresh cycles and alignment with systems and organisational expectations.
- Provide expert advice on complex performance matters, ensuring fair, consistent application of processes and supporting leaders with capability building, development planning and objective setting.

### Demonstrate commitment to:

**Ākonga at the center** through ensuring positive outcomes for ākonga in all aspects of their learning journey.

**Te Tiriti o Waitangi and Māori Success** by positively championing and contributing to the success of partnerships with Iwi, Hapū and Mana Whenua, honoring Te Tiriti o Waitangi to uplift Māori success.

**Equity** by identifying and removing barriers to participation and achievement, and fostering inclusive, culturally responsive environments where all ākonga and kaimahi can thrive.

**Vocational Education Excellence** through building responsive provision and services to meet the needs of ākonga, and stakeholders and to enable future sustainability.

## Pūkenga | Have

Minimum degree level qualification in Human Resource Management or a related field or the equivalent body of knowledge gained through experience.

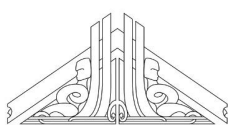
Significant experience in senior HR advisory or business partnering roles within a medium-to-large organisation, with responsibility for complex people matters and strategic partnering.

Evidence of ongoing professional development that enhances knowledge and practice relevant to the position

Advanced knowledge of HR practices in particular employment relations, industrial relations, performance management frameworks and change management.

Experience establishing and maintaining strong union partnerships and in navigating collective negotiations.

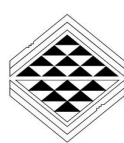
Demonstrated ability to influence, coach and support senior leaders, using data, insight and strong relationship skills to drive people-centered decision-making.



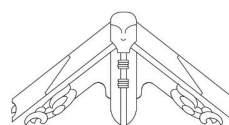
WHANAUNGATANGA



TOITUTANGA



MANAAKITANGA



KOTAHITANGA

Experience leading or advising on complex change processes, transformation and cultural change initiatives.

Strong analytical capability with experience interpreting people data, using evidence to inform decisions, and ensuring data integrity and documentation accuracy.

Excellent communication, facilitation and interpersonal skills, able to build trusted relationships at all levels and navigate sensitive or high-risk matters with sound judgement.

High standard of professional integrity, discretion and understanding of legal, contractual and compliance requirements.

Experience in advocating and/or leading the inclusion and application of Te Tiriti o Waitangi practices in a workplace setting.

Experience in supporting and advocating the use of te reo Māori, tikanga and mātauranga Māori in the workplace.

Demonstrated practice in advocating and supporting approaches that promote equity and prioritise the needs of priority groups.

---

## Waiaro | Be

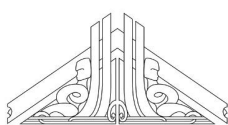
**At Toi Ohomai, Toihomaitanga describes our way of doing and being. It reflects how we care for each other, work together, and uphold our shared purpose. These behaviours apply to all kaimahi, with expectations scaled to the nature and level of each role. They guide how we show up in our mahi, contribute to our collective success, and reflect our commitment to Ā mātou uara | Our values in everyday practice.**

**Ako:** Demonstrates curiosity and a commitment to continuous learning. Applies new knowledge to improve practice and outcomes and actively contributes to a culture of shared growth. This supports toitūtanga by sustaining excellence and adaptability over time.

**Authentic and Inclusive:** Fosters inclusive environments where people feel safe, respected, and able to be themselves. Actively includes diverse perspectives, addresses inequities, and supports others to thrive. These behaviours reflect manaakitanga through care, generosity, and upholding the dignity of all.

**Connected:** Builds and maintains strong, trusting relationships across teams and communities. Fosters cross-functional collaboration by sharing knowledge, aligning efforts, and supporting others to achieve shared goals. Communicates with empathy and respect, contributing to a shared sense of purpose. This strengthens whanaungatanga by nurturing meaningful connections and collective wellbeing.

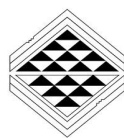
**Innovative and impactful:** Identifies opportunities to improve and applies evidence, creativity, and courage to drive meaningful change. Uses data and insights to inform decisions, challenge the status quo, and focus on outcomes that matter for ākonga, kaimahi, and communities. These behaviours reflect kotahitanga, recognising that lasting improvement is strengthened through collaboration and shared purpose.



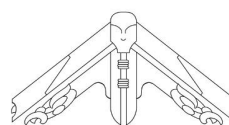
WHANAUNGATANGA



TOITUTANGA



MANAAKITANGA



KOTAHITANGA

**Engaged:** Actively participates in Toi Ohomai initiatives that advance our vision. Shares knowledge, supports others, and contributes to a positive, forward-focused culture. This is how we can live kotahitanga, working together with unity and purpose.

**Self-aware:** Demonstrates humility, reflection, and openness to feedback. Understands the impact of their actions and takes responsibility for creating conditions where others can thrive. This reflects toitūtanga through thoughtful and courageous practice that supports respectful relationships and sustainable ways of working.

---

## Ngā Hononga Mahi | Working relationships

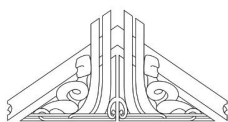
**Internal:** People, Culture and Wellbeing team, leaders, managers and kaimahi

**External:** Suppliers (as required), external networks, unions

**Resource delegations and responsibilities:**

**Financial:** Nil

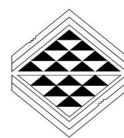
**People:** Nil (however day-to-day functional reporting of People Advisor)



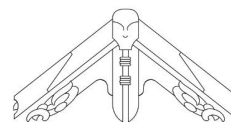
WHANAUNGATANGA



TOITUTANGA



MANAAKITANGA



KOTAHITANGA