



Job Profile

Manager People and Culture

Group: People & Governance

Job Summary

To be completed by People and Culture team			
Job Family	Human Resources	Career Stage	F
Job Function	HR Operations/General	Career Stream	Leadership
Coverage EA = Enterprise Agreement ICE = Individual Contract of Employment	ICE	Last Modified Date	17/03/2026
To be completed by Manager ~ (Team Size relates to People Leadership)			
Work Environment	Hybrid	Team Size	1-2
People Leader	Yes	Indirect Team Size	0

Who we are.

At Sydney Water, we exist for our customers. We're more than 3,500 people working together, striving to do more and be better—better for the environment, our customers, our people, and our water. Our people are passionate about working together, and driving agility, accountability, innovation, sustainability, and exceptional customer experiences.

Sydney Water is the main provider of water, wastewater, recycled water, and stormwater services in Greater Sydney. Our employees are dedicated to our customers, ensuring services are reliable and affordable, we are proactive and easy to engage with, forward-thinking, and environmentally focused.

Working with us means helping to provide essential services, safeguarding Sydney's future with a sustainable water supply, and protecting our iconic waterways. Our strategy guides our journey to enhance customer outcomes and continue delivering robust services to our city into the future.

Job Purpose

The People & Culture Manager provides strategic partnership to business leaders and guides a team of people professionals to enable a capable, engaged and high performing workforce. The role leads the design and implementation of business unit people strategies, frameworks and initiatives, ensuring alignment with organisational priorities and diverse business needs. A key focus of the role is influencing stakeholders, building strong and trusted relationships, and supporting leaders to navigate complex employee relations matters. Through proactive planning, effective delivery of people solutions, and expert guidance, the role enhances organisational performance and contributes to the successful execution of Sydney Water's strategy.



Accountabilities

Job Specific	Leadership Expectations The role will participate as a member of the P&C Business Partnering team to: • develop and refine short to medium term frameworks to deliver on Sydney Water's vision and mission through its People. • contribute to the implementation of the corporate strategy through delivery of best practises of people management to deliver the best value to Sydney Water and its stakeholders • design, implement and resource the business partnering with regard for the work to be done • contribute to operate the People & Culture business unit to meet corporate financial, contractual, and regulatory requirements and targets • Lead by example and continually promote relevant aspects of Zero Harm when engaging with operational teams and ensure compliance to Zero Harm processes/standards; • Lead and coach People and Culture Specialists and contribute to the Australian Human Resources network. • Develop an effective, appropriately skilled and empowered team able to deliver the required services and demand of the business Safety Expectations • Champion safety and wellness and ensure team members understand their safety accountabilities and wellness support programs • Take personal accountability and own safety and well-being • Ensure the safety of all employees and contractors working within the Team. Accountabilities • Develop and lead a capable, engaged and empowered team, ensuring your team has the right skills, capabilities and resources are in place to meet business demand and deliver high-quality outcomes. Foster a high-performance culture within the team through coaching, development and clear expectations. • Strategic partnering: Translate business strategy into targeted people plans and interventions tailored to varying business contexts and constraints. Implement programs developed by Centres of Excellence into business-as-usual practices. • Enterprise alignment: Lead delivery of enterprise P&C strategies and programs; ensuring policy, employment instrument, and legislative compliance. • Complex Employee Relations / Industrial Relations: Provide expert advice and guide leaders through complex employee relations matters and organisational change. Ongoing interactions with Union Representatives. • Stakeholder influence: Build trusted relationships with the EGM, Heads of Business and senior leaders; enable informed, strategic people decisions. • Risk management: Identify and manage people-related risks; implement COE-designed programs and targeted solutions and interventions to mitigate organisational risk.
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- **Continuous improvement:** Lead initiatives that lift P&C effectiveness, employee experience and organisational performance.
- **Workforce strategy:** Lead the annual workforce planning process in partnership with Workforce Planning and Insights; assess talent pipeline, succession risks, leadership capability and diversity requirements. Drive talent and capability initiatives that support long-term organisational performance
- **Data, Analytics & Insights:** Interpret people data to identify key trends, risks and opportunities, and translate insights into clear priorities and targeted people strategies. Use data to influence senior leaders, challenge assumptions and drive evidence-based decisions. Monitor the impact of initiatives and adjust plans as insights evolve, partnering with COEs and the Leader Advisory Hub to ensure action across the portfolio.
- **Reporting & governance:** Provide monthly reporting to the Principal Manager People & Transformation; contribute to Culture & Performance programs (High Performance Culture pillar).
- **Leadership enablement:** Coach senior leaders to strengthen culture, job design, performance, development, engagement and change leadership /management.
- **HR Service Delivery & Customer Experience:** Ensure the effective operation of the P&C service delivery model by partnering closely with the Leader Advisory Hub, COEs and HR Operations to deliver a consistent, efficient and customer-focused experience for leaders and employees. Drive continual improvement in service quality, responsiveness and clarity of HR processes and priorities.

Maintain Working Relationships

- Build strong, collaborative relationships across People & Culture Centres of Expertise to deliver integrated, high-quality people solutions and ensure seamless transfer of information to the business.
- Work closely with Centres of Excellence groups, including Workplace Relations, Learning & Development, Remuneration & Benefits, Leader Advisory, Culture & Performance and Safety, Health & Wellbeing to provide expert, coordinated support to client groups.
- Lead the delivery of people services for the allocated portfolio, partnering with managers to understand needs, resolve issues, and drive continuous improvement in customer satisfaction.
- Coordinate an integrated portfolio work plan across organisational design, capability, culture and engagement, remuneration, employee relations, learning and development, talent acquisition, succession planning, and critical role/knowledge risk.
- Foster a One P&C culture by collaborating effectively with peers, sharing insights, and aligning approaches to ensure consistent and high-value service delivery.
- Engage constructively with internal and external partners to ensure high-quality, fit-for-purpose outcomes.
- Adapt communication style to suit diverse audiences, learning preferences and capability levels, ensuring clarity, influence and effective engagement across the organisation.



Role Requirements

Education / Qualifications

Required	Relevant tertiary qualifications in Human Resources, Industrial Relations, Organisational Psychology or related degree qualified.
Desired	

Certifications / Licences

Required	
Desired	

Experience

Required	- Proven experience leading and developing a team of People & Culture professionals in a complex, operational or highly regulated environment, with a track record of building capability, managing performance and delivering high quality outcomes. - Demonstrated experience partnering with senior leaders (EGMs, Heads of Business) as a trusted advisor, influencing decisions and translating business strategy into targeted people initiatives and interventions. - Strong employee relations and industrial relations expertise, including managing complex cases, supporting organisational change, and developing effective strategies for union engagement and dispute resolution. - Experience leading organisational change programs such as restructures, role design, cultural uplift or capability initiatives using structured change methodologies. - Demonstrated capability in workforce planning, including talent and succession planning, capability assessment, critical role analysis and understanding of emerging workforce trends. - Strong skills in people analytics, with experience interpreting workforce data, identifying insights and presenting people dashboards and performance reporting to senior stakeholders. - Experience driving continuous improvement, reviewing HR processes, identifying inefficiencies and implementing improvements that enhance the employee experience, reduce operational risk and streamline HR service delivery.
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	• Demonstrated ability to work effectively within an HR Business Partner–Centre of Expertise operating model, collaborating with specialist functions (e.g., L&D, Remuneration, Safety, Workforce Planning) to deliver integrated outcomes. • Deep knowledge of contemporary HR practices, workplace relations frameworks and relevant employment legislation, with the ability to apply these to organisational strategy and operational decisions. • Proven experience coaching leaders on people capability, performance, culture, organisational design and change, supported by strong facilitation and communication skills. • Highly developed written and verbal communication skills, able to prepare high-quality advice, briefs, presentations and reports for senior audiences.
Desired	• At least 10 years' professional level experience in HR with experience in organisational design, change management, culture performance and restructures highly desirable.

Capabilities and Skills

The capability and skill requirements for this role are identified in the skills profile listed below. This is comprised of Enterprise Capabilities, that are essential for all roles and functional skills, which are specific to each role.

Enterprise Capabilities (F-H)			
Capability	Descriptor		
Accountability	Sets direction and motivates others to hold themselves accountable for achieving goals. Leads by example, collaborates, and sets a high standard for accountability and commitment.		
Agility	Creates team culture to encourage agile ways of thinking and working. Role models flexibility and adaptability in teams/business areas.		
Innovation	Improves or adapts existing methods and processes to achieve greater value. Manages risks, is open to and shares lessons learnt with others.		
Functional Skills			
Skill	Priority	Essential or Desirable	Proficiency level
Human Resource Strategy	1	Essential	Advanced
Strategic Thinking	2	Essential	Intermediate
Change Management	3	Essential	Advanced
Stakeholder Management	4	Essential	Advanced
Influencing Skills	5	Essential	Advanced
Interpersonal Communications	6	Essential	Advanced
Human Resources Policies	7	Desirable	Advanced
Presentations	8	Desirable	Advanced
Data-Driven Decision-Making	9	Desirable	Intermediate
Business Acumen	10	Desirable	Intermediate
Proficiency Level Descriptors			
Developing - Building practical experience, needs continued coaching.			
Intermediate - Independent execution, minimal guidance.			
Advanced - Fully independent execution, coaches' others.			
Mastery - Strategic, sought as expert internally and externally.			

Additional notes

Sydney Water takes the safe provision of its services to the public and the protection of its information assets extremely seriously. As a Sydney Water employee, you are required to understand your obligations under the [Acceptable Use of Information Technology Policy](#) and how Sydney Water's Information Technology is to be used. You must also help keep your workplace secure by ensuring you do not enable non-authorised people access to sites, maintain the integrity of locked entries and exits, and where appropriate, alarms being engaged.

Sydney Water requires all users to embrace and adhere to all enterprise and protective security policies, awareness programs and frameworks for Sydney Water assets.