



Workforce Planning Manager

People & Culture

February 2026

Agreement

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[Signed-Manager]

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[Date]

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[Signed-Employee]

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[Date]



1. Overview of Wesley Mission

Wesley Community Services Limited, a company limited by guarantee pursuant to the Corporations Act 2001, is a Public Benevolent Institution operating as Wesley Mission to conceive, develop and deliver services and programs to provide direct relief of poverty, sickness, suffering, distress, adversity, disability, destitution, and helplessness in New South Wales and other parts of Australia as inspired by the work of Jesus Christ in Word and deed.

Our vision is: "...doing all the good we can because every life matters".

Out of Christian love and compassion we are driven by Soft Hearts: Open Hands: Sharp Minds (and) Hard Feet.

Our strategic plan is based on four key directions, namely:

- Deepening our Word & deed
- Claiming our prophetic voice
- Extending our impact
- Strengthening our organisation.

The range of community services we provide is amongst the most diverse of any Australian organisation. We are one of the largest community services organisations operating in NSW and the ACT, our work extending to other states and territories through our work in suicide prevention.

2. Overview and purpose of Wesley Strategy, People & Partnerships

The purpose of Wesley Strategy, People and Partnerships is to enable and support the successful execution of the organisation's strategy. In keeping with this purpose, the team leads key strategic initiatives to realise its vision and mission consistently with its values, and to ensure it functions optimally for the benefit of its internal and external clients and for the good of its employees and volunteers. The team offers strategic leadership and service support across the organisation.

The Workforce Planning Manager is part of the People & Culture team within the Wesley Strategy, People & Partnerships (SPP) portfolio.

The purpose of the People & Culture team is to help the organisation succeed in its mission. The team achieves its purpose by developing workforce strategy, and collaborating, consulting, advice, support, policies, processes, systems and education for workforce matters.

Services include employment relations / human resources, learning & development, payroll and compensation, organisational and leader development, reconciliation action, volunteers management, work health and safety, including workers' compensation, and workforce planning.

Its work is inspired by the organisation's vision, guided by its mission, informed by its strategy and underpinned by its values.



3. Purpose of role

The purpose of the role is to lead the organisation's workforce planning in industrial compliance in operational rostering practices and optimisation of rostering for cost efficiencies and employee and client needs. Also, under the guidance of the manager, contribute to longer-term strategic workforce planning.

4. Relationships

Reports to: Head of People Services

Direct reports: NA

Key relationships: Operational workforce planners, schedulers and roster coordinators, Human Resources, Payroll, Line Managers, Transformation & Performance, Quality, Risk and Compliance (QRC).

Leadership Framework Level: Level 3

5. Major role responsibilities

1. Rostering optimisation

- Ensure rostering processes, systems and stakeholder training are developed and maintained for rostering optimisation, effectiveness and cost controls in line with budget goals. This includes developing a roster playbook, policies, procedures, and guidelines for effective and compliant roster management.
- Collaborate with executives, line management and employees to review rostering practices and provide subject matter expertise and advice to managers, planners and schedulers to optimise rostering including for client satisfaction and employee engagement.
- Drive continuous improvement, leveraging workforce management technology to streamline rostering processes and operational efficiency including for new projects and business as usual environments.

2. Rostering compliance

- Ensure rostering practices and system configurations, in collaboration with Payroll, Information Services and Human Resources, are compliant with rostering requirements of industrial instruments.
- Maintain currency of knowledge of applicable industrial instruments including in consultation with Human Resources. Educate managers and workforce planning and schedulers on requirements of Awards, Agreements, and relevant employment legislation.
- Contribute subject matter expertise to the implementation and monitoring of workforce management systems to ensure compliance, including through systems and assurance activities.



3. Operations and client service needs

- Support and advise services on aligning their workforce planning and rostering with client and employee needs, service targets, and budget targets.
- Identify and implement process improvements for efficiency and positive client and employee experience.
- Contribute to a culture of service excellence, ensuring workforce planning supports the organisation's needs, strategies and values.

4. Strategic workforce planning and forecasting

- Under the direction of the General Manager, lead the development and implementation of the organisation's long term, strategic workforce planning.
- Conduct data-driven analyses and forecasting to identify current and future capability requirements.
- Monitor external factors (e.g., labour market trends, legislative changes) and incorporate insights into workforce planning.
- Work with the Strategy & Outcomes team, Information Services, Finance, and Operations to ensure a systematic approach to short term, medium term and long term workforce planning.

5. Leadership and stakeholder engagement

- Provide leadership, and professional development for supervisors, workforce planners and schedulers on operational workforce planning (rostering).
- Prepare and present workforce planning reports to stakeholders, including updates on compliance, risk and progress against strategic objectives.

6. Professional responsibilities

- Focus the work at the level of the role (Leadership Level 3 of the organisation's Leadership Framework). This includes supporting and working in a way that is consistent with the organisation's mission of continuing the work of Jesus Christ in Word and deed for leaders as described in the organisation's Leadership Framework Level 3.
- Prioritise safety in your own work by familiarising yourself with and applying your personal responsibilities under the Work Health & Safety Management Framework Manual and related safety policies and procedures and site/service procedures. Participate in safety consultations via WHS Committees, Health & Safety Representatives and/or formalised Other Agreed Arrangements. Also ensure hazards and incidents are reported including near misses, and that they are resolved in a timely manner. Ensure your own health and safety and the health and safety of others by behaving safely at all times in relation to work.
- Comply with mandatory requirements for the role including completing all mandatory training required by the organisation.
- Comply and cooperate in good faith with all legislative, regulatory, policy and procedure requirements pertaining to your work.



- Always act in good faith in the organisation's best interests, exercise due care and skill in your work, follow all lawful directions, maintain honesty and integrity and the trust and confidence of the organisation, and a positive reputation of the organisation.
- Attend functions, meetings, seminars, training courses and events as required by your supervisor and worship services as encouraged by your supervisor.
- Participate on at least a six-monthly basis in the Contribution and Development Plan process for your role for recognition, compliance and development.
- Take personal responsibility for your personal career development and training.

7. Performance Measures

Performance expectations will be set during probation. Thereafter performance measures will be agreed as part of your personal Contribution and Development Plan.

8. Selection criteria

To be successful in this position, you must possess the following:

Demonstrated behaviours

- Conduct consistent with the organisation's Code of Conduct and Leadership Behaviours and Capabilities for Leadership Level 3 of the organisation's Leadership Framework, and:
 - Role model the organisation's Vision, Mission and Values.
 - Value people through kindness, respect, care and support.
 - Foster trust through honesty, integrity, reliability and fairness.
 - Work 'at level' (Leadership Level 3), providing strategic leadership, guidance and support or your portfolio and team not reaching into the work of the team unless necessary.
 - Demonstrate personal accountability and ensure the accountability of your team, including conduct, compliance, performance and effective service provision.
 - Ensure a safe, supported and highly engaged work environment by applying the organisation's engagement and safety frameworks, tools and practices for leaders.

Essential skills/knowledge

- Demonstrated expertise in workforce planning, roster management and optimisation, and industrial instrument compliance within a complex service environment.
- Strong knowledge of Awards, Agreements, and relevant employment legislation.
- Proven ability for abstract reasoning and solving complex problems
- Strong stakeholder engagement, collaboration and influencing skills
- Excellent track record in obtaining superior operational, employee and client results through excellent workforce planning and optimisation
- Exceptional team player with an interest in people



- Excellent analytical and communication skills.
- Proven experience in identifying continuous improvement of workforce management systems

Desirable skills/knowledge

- Experience in a not for profit or community service organisation.

Training and qualifications

- [Qualifications in Human Resources Management, Business Management or Employment Relations will be well regarded.]

Agreement

In signing page one, I confirm I have read, understand and agree to work in accordance with this position description. I also understand that this position description is not exhaustive and agree to comply with all reasonable requirements of me in addition to those specified in the position description.