

Position Description

POSITION	People & Performance Manager		
REPORTS TO	Executive Manager – People, Performance & Safety	DIRECT REPORTS	• People & Performance Business Partner • People & Safety Coordinator
KEY STAKEHOLDERS	Internal: • Executive Managers • NavCo members • Regional Managers and operational leaders • People, Performance & Safety team • Reflections Holidays employees External: • Employment law and workplace relations advisers • Recruitment, training and industry providers • External consultants and specialist partners		
PURPOSE	The People & Performance Manager leads the day-to-day delivery of Reflections Holidays' People partnering and HR operations function. The role combines direct business partnering responsibility with leadership of the People & Performance Business Partner and Coordinator, ensuring leaders receive consistent, commercially practical and timely people support. The role is the senior operational escalation point for People matters, identifies emerging workforce priorities and directs HR effort to where it will have the greatest organisational impact. The role represents People & Performance at NavCo (Group Senior Management team), bringing workforce insight into cross-functional decision-making and ensuring the operational "view from the middle" informs People priorities and initiatives.		
BUSINESS DRIVERS	The key inputs and activities of the People & Performance Manager that drive results for Reflections Holidays. • HR Delivery Leader - Leads and prioritises business partnering and HR operations, ensuring work is resolved at the right level and delivered consistently. • Trusted Business Partner - Builds credible relationships with operational leaders while personally managing an allocated business partnering portfolio. • Capability Builder - Coaches and develops People team members and leaders to strengthen judgement, confidence and accountability. • Workforce Insight & Cross-functional Leader - Identifies workforce themes and represents People at NavCo, connecting operational insight with organisational priorities.		

COMPETENCIES	Business Acumen • Decision Making • Planning and Organising • Driving for Results Leadership Impact • Coaching • Developing Others • Facilitating Change • Guiding Team Success Interpersonal Effectiveness • Building Networks • Collaborating • Earning Trust • Influencing • Resolving Conflict Success Drivers / Personal Attributes • Judgement - knows when to step in, delegate or escalate. • Anticipation - sees what is coming and acts before being asked. • Pragmatism - balances people, risk and operational outcomes. • Enterprise mindset - looks beyond individual portfolios to what is best for Reflections. • Composure and adaptability - adjusts approach to audience, context and pressure. • Low ego and service orientation - builds capability rather than dependency.
KEY RESPONSIBILITIES	People Leadership & HR Delivery • Lead, coach and develop the People & Performance Business Partner and Coordinator. • Set clear priorities across HR delivery based on organisational and workforce needs. • Ensure consistent and effective business partnering across regional portfolios. • Provide guidance and escalation support for complex operational People matters. • Build team capability so matters are resolved at the appropriate level without unnecessary escalation. • Translate organisational People priorities into practical actions for the HR team. • Monitor workload, emerging trends and capability needs across the HR function. Business Partnering & Workforce Advisory

- Personally partner with an allocated group of operational leaders.
- Provide practical advice across workforce planning, performance, employee relations, change, capability and organisational effectiveness.
- Balance commercial, operational, people and legislative considerations when advising leaders.
- Support workforce structure reviews, change initiatives and workforce transitions.
- Identify emerging workforce risks and opportunities and recommend practical responses.

Employee Relations & Risk

- Act as the senior operational escalation point for complex employee relations matters.
- Coach the Business Partner through performance, conduct, grievances, investigations and workplace issues.
- Ensure matters are managed fairly, consistently and in line with legislation, industrial instruments and policy.
- Escalate matters to the Executive Manager where there is significant legal, reputational, executive or organisational risk.

NavCo & Cross-functional Leadership

- Represent People & Performance as an active member of NavCo.
- Bring workforce implications, operational people risks and capability considerations into cross-functional discussions.
- Provide a consolidated view of what regional leaders and employees are experiencing.
- Bring NavCo insights back into the People team and translate them into priorities and actions.

Workforce Planning & Insights

- Identify workforce trends, capability gaps and emerging risks across regional portfolios.
- Provide the Executive Manager with clear recommendations about where HR effort should be focused.
- Support workforce establishment planning, role design, productivity and organisational change.
- Use workforce data to identify patterns and inform decisions.
- Anticipate emerging People needs and act before issues require executive intervention.

HR Operations & Continuous Improvement

- Lead effective HR operational delivery through the Coordinator.
- Ensure recruitment coordination, employee administration,

	systems and reporting are efficient and appropriately managed. • Keep routine operational issues at the appropriate level. • Drive continuous improvement of HR processes, systems and ways of working. Leadership Coaching & Capability • Coach leaders to improve performance management, feedback, accountability and team effectiveness. • Develop the Business Partner's capability in judgement, influence, relationships and complex case management. • Build capability within the Coordinator through coaching, exposure and meaningful development opportunities. • Promote People leadership that is pragmatic, commercially aware and aligned with Reflections values.
SELECTION CRITERIA	Essential: • Tertiary qualification in Human Resource Management, Industrial Relations, Business or related discipline. • Significant HR Business Partnering, Senior HR Advisory or HR management experience in a complex operational environment. • Demonstrated experience leading, coaching or developing HR/People team members. • Strong experience managing complex employee relations matters and coaching operational leaders. • Sound knowledge of employment legislation, awards, industrial instruments and workplace obligations. • Experience supporting workforce planning, organisational change and restructures. • Experience using workforce data and insights to identify priorities and inform decisions. • Strong business acumen and ability to balance commercial, operational, people and risk considerations. Desirable: • Experience in geographically dispersed, multi-site or operational workforces. • Experience representing People in cross-functional leadership forums. • Experience managing a substantive operational partnering portfolio while carrying broader team leadership accountability.
SUCCESS MEASURES	• Business Partners operate with increasing autonomy and matters are resolved at the appropriate level. • Mid-tier HR matters are managed without routine escalation to the Executive Manager. • Operational leaders experience People partnering as

	credible, practical and responsive. • Clear and consistent HR priorities are maintained across regional portfolios. • Workforce risks and trends are identified early and acted on. • The Coordinator operates within clear accountability boundaries and provides effective operational support. • People has an influential and valued voice at NavCo. • NavCo and cross-functional insights are effectively translated into People actions. • Employee relations matters are managed consistently, fairly and within appropriate risk tolerances. • The Executive Manager receives concise, forward-looking advice on what requires attention rather than operational detail. • The HR function demonstrates stronger capability, consistency and collaboration over time.
REFLECTIONS HOLIDAYS VALUES	<i>How our company values apply to all employees</i>
GROW TOGETHER	When we work as a team, everyone benefits. We grow when our people, our places and communities are at their best – teamwork helps us all grow and learn.
SAY IT, DO IT	We deliver on our promises – we are all as good as our word. We are solutions focused.
MAKE A DIFFERENCE	In partnership with others, we achieve better outcomes. We believe everyone can make a difference in the lives of people, places, and our planet.
CARE DEEPLY	We are genuine and demonstrate care for our customer, our communities, our people, and our world. We deliver to a high standard.
ACKNOWLEDGEMENT: I acknowledge that I have read and understood the duties and responsibilities as listed in this position description and have been provided a copy for my reference.	
SIGNATURE:	
DATE:	