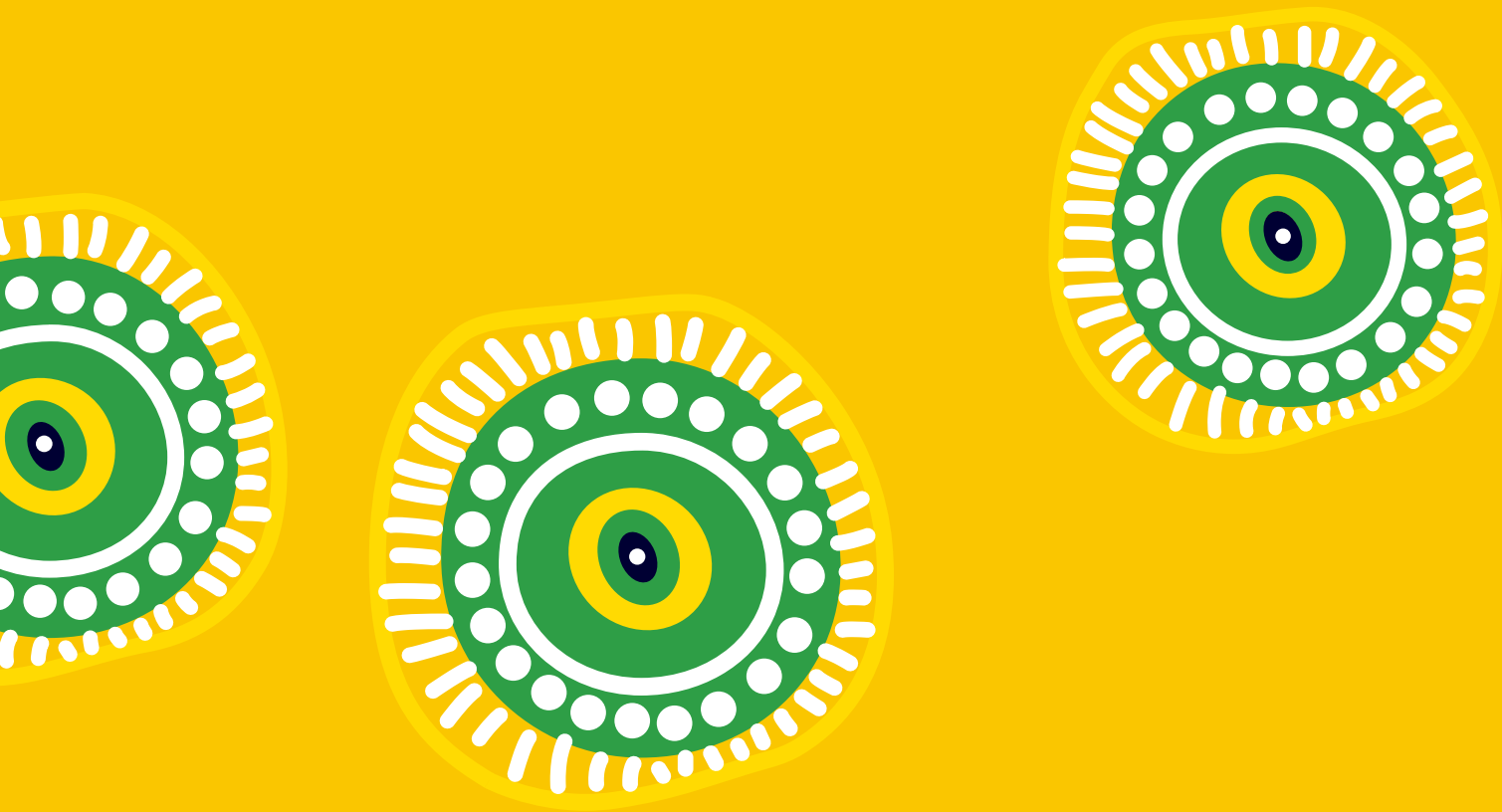


Candidate Information Pack

Organisation: The Australian Sports Commission
Position: General Manager, People and Culture
Consultant: Emma Alberici, Partner
Date: November 2025

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Australian Sports Commission Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and future.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

Australian Sports Commission

General Manager, People and Culture

The Australian Sports Commission (ASC) is the Australian Government agency responsible for supporting and investing in sport at all levels. Its role is to increase involvement in sport and enable continued international sporting success through leadership and development of a cohesive and effective sports sector, targeted financial support and the operation of the Australian Institute of Sport (AIS).

The General Manager, People and Culture provides strategic leadership of the ASC's people agenda, positioning the organisation to anticipate workforce trends, respond to emerging challenges, and deliver high-impact people plans that support long-term organisational success. The role drives agency-wide alignment between workforce capability, employee experience and strategic priorities.

Reporting to the Executive General Manager of the Diversity, People and Culture Group, the General Manager operates as a trusted advisor to the CEO and the ASC Executive. It leads the development and delivery of workforce strategy, planning, recruitment, performance and culture initiatives that enhance organisational performance, embed integrity and foster a positive, inclusive and values-aligned employee experience.

As the GM, People and Culture, you will be responsible for ensuring the ASC has the right capability, agility and diversity to meet current and future organisational challenges. You will shape and oversee the integration of workforce planning and talent management frameworks, including workforce forecasting and scenario planning. Championing a strong, values-led culture aligned with the ASC's principles of being people-first, achievement-focused, and united through a one team mindset that fosters psychological safety, inclusion, wellbeing and inclusive leadership at all levels. Driving continuous improvement of the People and Culture operating model, you will shape and oversee the ASC's employment architecture, including the enterprise bargaining strategy, employment policy, and workforce compliance with relevant legislation and public sector standards. The role will require you to lead the development and delivery of Work Health and Safety (WHS) strategy and compliance, promoting prevention, wellbeing, mental health, and sustainable return-to-work outcomes across a safe and healthy workplace. Empowering and inspiring a team of 15 people in the People and Culture branch, to be positive, high performing and values-driven, you will align your people to the high quality and outcomes implicit in the ASC's agenda.

The successful candidate will demonstrate:

- Extensive senior leadership experience driving strategic people and culture initiatives, workforce transformation, and organisational capability development, with a record of success in complex reform
- Deep knowledge of Commonwealth employment frameworks, industrial relations, public sector legislation, and contemporary HR practices, with the ability to manage complex workforce matters
- Exceptional stakeholder engagement and communication skills, with demonstrated ability to influence senior executives, Boards and government stakeholders
- Strong strategic and analytical capability, with a proven ability to translate strategic intent into actionable plans and performance outcomes, in dynamic environments.
- Proven ability to exercise sound judgment, confidentiality, and discretion
- Experience working in or with the Commonwealth Public Service or a comparable statutory or regulatory environment is not essential but is valued.
- Demonstrated authenticity, emotional intelligence, and steady leadership in complex or high-stakes settings – with the ability to navigate pressure constructively, maintain professionalism, and model the organisation's values in both calm and challenging circumstances.
- A commitment to uphold the highest standards of integrity, transparency, and ethical conduct
- Tertiary qualifications in human resources, business, public administration or a related field are not essential but will be considered favourably.

You will be required to travel and / or be present in the Canberra office of the ASC on a regular basis to fulfil role responsibilities.

To apply and for the candidate information pack, please go to www.derwentsearch.com.au and click on 'search jobs'. Your application requires a resume (no more than four pages) and a cover letter (no more than two pages) highlighting your suitability and most relevant achievements.

For further information, email publicsector@derwentsearch.com.au or call Emma Alberici from Derwent on 02 9223 1855

Applications Close: 11:59PM AEDT on Monday, 24th November 2025.

The Australian Sports Commission

Who we are

The ASC was established in 1985 under the [Australian Sports Commission Act 1989](#), and operates in accordance with the [Public Governance, Performance and Accountability Act 2013](#).

The ASC is governed by a Board of Commissioners appointed by the [Minister of Sport](#). The Board determines the ASC's overall direction, decides on allocation of resources and policy for delegated decisions and is accountable to the Minister for Sport.

We are the Australian Government agency responsible for supporting and investing in sport at all levels. The Australian Sports Commission (ASC) is the Australian Government agency responsible for supporting and investing in sport at all levels. Our role is to increase involvement in sport and enable continued international sporting success through leadership and development of a cohesive and effective sports sector, targeted financial support and the operation of the Australian Institute of Sport (AIS).

We play a unique role in the sport ecosystem and tackle the big challenges and opportunities with and for the sector. We play different roles based on where and how we can add the most value through our expertise, leadership and voice. We exist because sport matters. It drives all we do at the ASC, including our culture. We stand for respect, integrity, teamwork and excellence. These values underpin how we treat each other and our stakeholders, how we deliver for sport and how we create the world's best environment at the ASC.

Our purpose

Our purpose is to increase participation in organised sport and continued international sporting success through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the AIS.

We invest in national sporting organisations (NSOs) and national sporting organisations for people with disability (NSODs) and work with them to achieve greater sport participation outcomes and industry growth. We will work on generating a competitive advantage for Australian athlete success. We also identify opportunities to work strategically in partnership with sports and organisations that enhance the broader Australian sport sector.

Play Well

Australia's Sport Participation Strategy (Play Well Strategy) has been developed to create great sporting environments and experiences, where individuals of all ages, backgrounds, genders and abilities can come together to access the benefits of sport.

Win Well

We are building sustainable sporting success that will inspire and motivate Australians for generations to come. Australia's High Performance 2032+ Sport Strategy (Win Well Strategy) is our roadmap to delivering the best outcomes for our athletes, our sports and for all of Australia.



The Australian Sports Commission's Strategic Vision: Our Green and Gold decade of opportunity



Strategic Vision to 2034

This strategic vision outlines the Australian Sports Commission's focus areas for the next 10 years and beyond, capitalising on the calendar of major sporting events and build-up to the Brisbane 2032 Olympic and Paralympic Games. It is separate, but aligned, to Australia's High Performance 2032+ Sport Strategy. This is a defining era for sport and the Australian Sports Commission (ASC).

We have begun the Green and Gold decade to Brisbane 2032, and we are focused on building sustainable success well beyond. This is an incredible opportunity to unite and inspire Australia through sport. The leadership we show right now can shape Australia's long-term prosperity, well beyond sporting boundaries. A thriving Australian sport system is enormously influential to a booming Australia. This ASC strategic vision aims to bring out the best in everyone involved in sport. Success is establishing Australia as the world's best sporting nation.

Commitment to equity, diversity and inclusion

Our vision for reconciliation

As a leading entity in sport, the ASC's vision is to lead nationally in reconciliation, using sport as the vehicle. The ASC, aims to improve the recognised health and wellbeing inequities of Aboriginal and Torres Strait Islander peoples through sport participation and engagement with sport. We understand the importance of, and will strive to, create culturally safe and diverse environments for all, that celebrate the vast contributions of Aboriginal and Torres Strait Islander peoples and culture to foster such participation and engagement. We aim to do this both internally in the ASC and externally through our work with sports and the greater.

Commitment to equity, diversity and inclusion

The ASC aims to integrate reconciliation into all facets of our business, to help close the gap and improve the recognised health and wellbeing inequities of Aboriginal and Torres Strait Islander peoples through sport participation and engagement with sport.

The ASC is committed to be intentional in fostering a culture of equity, as it is imperative that our sport sector becomes truly representative of a modern, progressive, and diverse Australia. Sport needs to be more open and inclusive, and as the lead sporting organisation we need to set the example and champion this. The [Diversity, Equity and Inclusion Framework](#) demonstrates our commitment to diversity, equity and inclusion.

Organisation Memberships & Partnerships

[Pride in Sport, opens in a new tab](#) is an [ACON, opens in a new tab](#) Pride Inclusion Program, specifically designed to assist sporting organisations of all levels with the inclusion of employee, athletes, coaches, volunteers and spectators with diverse sexualities and genders.

Pride in Sport Index

The ASC is committed to participating in the Annual Pride in Sport Index. The Pride in Sport Index is an initiative of the [Australian Human Rights Commission, opens in a new tab](#), the ASC and legacy of the Bingham Cup, Sydney.

The [Pride in Sport Index, opens in a new tab](#) (PSI) is the first and only benchmarking instrument specifically designed to assess the inclusion of Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) people within Australian sport and sporting organisations. Participating in the index allows Australian sporting organisation to not only assess their own work, but determinate what constitutes good practice, along with the ability to benchmark initiatives against an external measure, and other sporting organisations.



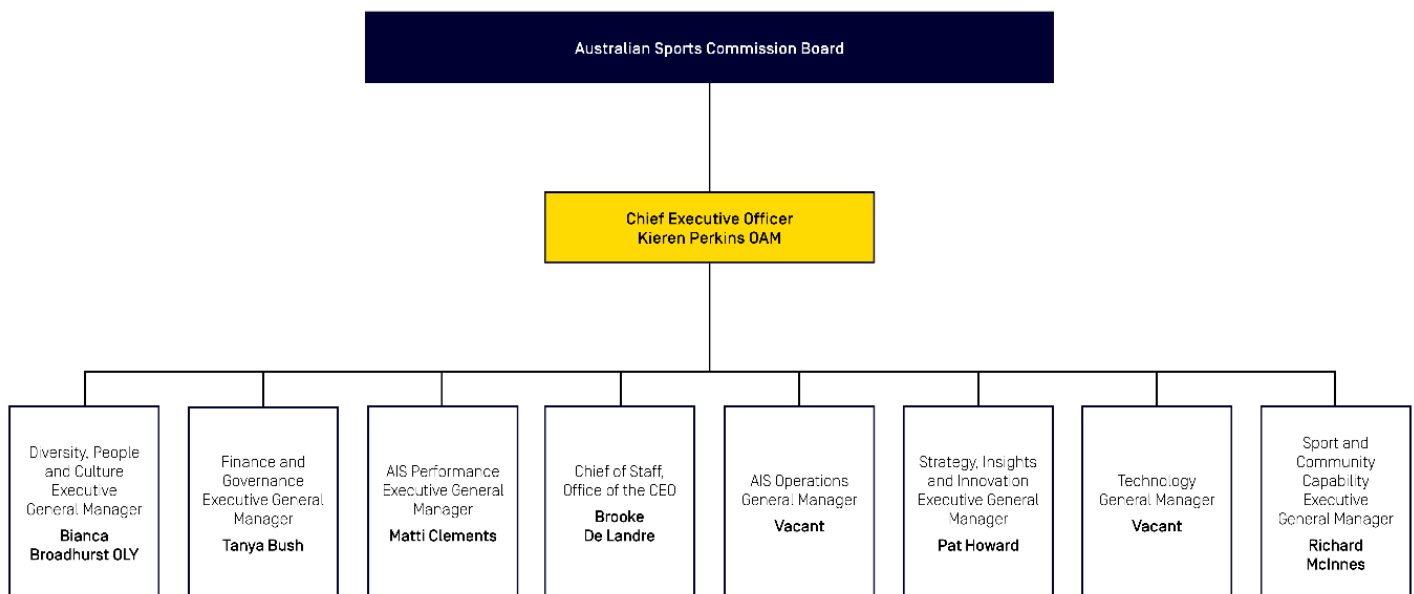
Our operating model

Our operating model

At the ASC, we champion the value of sport. We encourage and help Australians of all backgrounds, ages and abilities to get involved in sport and enjoy the many benefits. We play a central leadership role across the broader sport sector through collaboration and direction.

As a Corporate Commonwealth Entity (CCE), the ASC is funded by the Australian Government to support and invest in sport at all levels.

The ASC delivers a variety of grants through investment in high performance and national sport participation programs, performance pathways, people development and wellbeing, and research and innovation. We manage high performance operations at the AIS Campus in Canberra, supporting seven National Training Centres of Excellence, and a European Training Centre in Italy. Further, we individually support thousands of athletes and dozens of Australian sports through guidance and collaboration.



ASC Board Members



**KATE JENKINS
AO**

Chair



**NICHOLAS
GREEN OAM**

Deputy Chair



JIM BETTS

Ex-Officio



**LYNNE
ANDERSON**

Member



**DR BRIDIE KEAN
PLY**

Member



**ANDREW
PURCHAS OAM**

Member



**DR CHLOE
FLUTTER**

Member



**LYDIA WILLIAMS
OLY**

Member



SELWYN BUTTON

Member



LIZ JACK OLY

Member

ASC CEO



**KIEREN PERKINS
OAM**

CEO





Job Description

General Manager, People and Culture

Job Number	1575
Grade	ASC Grade 8
Engagement type	Full-time, ongoing
Location	Canberra, ACT – Melbourne, VIC – Sydney, NSW (Canberra preferred)
Immediate manager	Executive General Manager, Diversity, People and Culture
Branch	People and Culture
Security Clearance	AGSVA - Negative Vetting Level 1
Date of Effect	17 October 2025

Sport has a place for everyone and delivers results that make Australia proud

The Australian Sports Commission (ASC) is the Australian Government agency responsible for supporting and investing in sport at all levels. Our role is to increase involvement in sport and enable continued international sporting success through leadership and development of a cohesive and effective sports sector, targeted financial support and the operation of the Australian Institute of Sport (AIS).

Sport drives all we do at the ASC, including our culture. We are committed to building a culture we can all be proud of, one that is based on our values of Respect, Integrity, Teamwork, and Excellence. From grassroots sport to elite international competition, we recognise the role sport can play in engaging every Australian.

The Role

The General Manager, People and Culture provides strategic leadership of the ASC's people agenda, positioning the organisation to anticipate workforce trends, respond to emerging challenges, and deliver high-impact people strategies that support long-term organisational success. The role drives agency-wide alignment between workforce capability, employee experience, and strategic priorities.

Reporting to the Executive General Manager of the Diversity, People and Culture Group, the General Manager operates as a trusted advisor to the CEO and ASC Executive. The role leads the development and delivery of workforce strategy, planning, recruitment, performance, and culture initiatives that enhance organisational performance, embed integrity, and foster a positive, inclusive and values-aligned employee experience.

Key accountabilities include:

- Lead the development and implementation of an enterprise-wide People Strategy, positioning the ASC for future success in alignment with the Strategic Vision 2032, government workforce priorities, and public sector reforms.
- Provide authoritative, timely, and evidence-based advice to the CEO, Executive, and ASC Board on complex workforce matters, including organisational design, strategic workforce risk, capability development, and long-term workforce sustainability.
- Shape and oversee the integration of workforce planning and talent management frameworks, ensuring the ASC has the right capability, agility, and diversity to meet current and future organisational challenges. This includes workforce forecasting, scenario planning, and aligning workforce strategy with emerging workforce trends such as digital transformation and generational shifts.
- Lead the design and execution of enterprise-wide performance, talent, and succession frameworks, embedding a high-performance culture, and ensuring leadership and talent pathways are robust and aligned to organisational priorities.
- Champion a strong, values-led culture aligned with the ASC's principles of being people-first, achievement-focused, and united through a 'one team' mindset – fostering psychological safety, inclusion, wellbeing, and inclusive leadership at all levels.
- Drive continuous improvement of the People and Culture operating model, ensuring it remains modern, digitally enabled, customer-focused, and underpinned by strong governance, workforce analytics, and a culture of innovation and excellence.
- Shape and oversee the ASC's employment architecture, including enterprise bargaining strategy, employment policy, and workforce compliance with relevant legislation and public sector standards.
- Lead the development and delivery of Work Health and Safety (WHS) strategy and compliance, promoting prevention, wellbeing, mental health, and sustainable return-to-work outcomes across a safe and healthy workplace.
- Exercise delegated authority on complex workforce relations, employee conduct, and sensitive matters, ensuring decisions are made with fairness, discretion, and integrity, in line with ASC values and legislative requirements.
- Champion ethical conduct, integrity, and accountability across the ASC, supporting good governance, embedding policy and education initiatives, and modelling values-based leadership.
- Lead the resolution of complex and sensitive workforce challenges, navigating ambiguity and risk to sustain organisational performance and support major reform delivery.
- Contribute to whole-of-government workforce reform and capability agendas through provision of strategic advice, reporting, and briefings to internal and external stakeholders.
- Represent the ASC in cross-government and sector forums, shaping national workforce strategies, building strategic partnerships, and advancing sector-wide objectives.
- Lead and inspire the People and Culture Branch by developing a values-driven leadership team that empowers staff, builds a positive workplace culture, and ensures delivery of timely, high-quality services and outcomes aligned to the ASC's strategic direction.

The Diversity, People and Culture Group

The Diversity, People and Culture Group (DPC Group) plays a critical role in shaping the ASC's internal culture and operational effectiveness, while also strengthening workforce capability across the Australian sport sector.

Through its integrated functions, the Group leads strategic initiatives that promote equity, diversity and inclusion, drive cultural change, support employee wellbeing, and ensure the ASC and broader sector are safe, inclusive and future-ready.

The DPC Group comprises the following teams:

Equity, Diversity and Inclusion

- Drives systemic and behavioural change across the sport ecosystem to build inclusive, safe and culturally informed environments.
- Grounded in First Peoples' knowledges and guided by lived experience, evidence and collaborative action.

People and Culture Branch (comprising the Workplace Relations, Payroll and Reporting, and Talent and Recruitment Teams)

- Leads recruitment, workforce planning, organisational design, employment policy, workplace relations, payroll and reporting, and performance frameworks to support ASC's operational and strategic priorities.
- Builds HR capability within the ASC and across the sport sector through collaboration, shared learning, and expert talent acquisition support.
- Provides advice, resources, and programs that contribute to uplift in workforce capability, manage risk, and uphold the ASC's integrity and reputation.

Professional Development and Culture

- Shapes the ASC's internal culture through leadership of organisational culture measures, frameworks, and evaluation.
- Designs learning experiences to build confidence and capability across the workforce.
- Embeds the ASC's EDI Strategy and Framework to ensure culture is seen, heard, and felt.

Safeguarding and Integrity

- Protects people and the organisation through policy, systems, and practices that ensure child safety, athlete wellbeing, and organisational integrity.
- Ensures compliance with legislative obligations and best practice standards in safety and integrity.

Sport Learning

- Grows learning maturity and capability across the Australian sport sector through best-practice L&D programs and advisory support.
- Elevates the customer experience and supports continuous improvement at all levels of the sector.



Essential Criteria

The General Manager, People and Culture leads the **People and Culture Branch** – ensuring the delivery of integrated workforce strategies, governance frameworks and operational practices that build capability, manage risk, and uphold the ASC's strategic goals, values, and organisational integrity.

The successful candidate will demonstrate:

- Extensive senior leadership experience driving strategic people and culture initiatives, workforce transformation, and organisational capability development, with a proven record of success in complex, reform-oriented, and high-stakes environments.
- Proven record in leading cultural transformation, workforce reform, and the modernisation of people systems – with an emphasis on improving organisational capability, employee experience, and performance outcomes.
- Deep knowledge of Commonwealth employment frameworks, industrial relations, public sector legislation, and contemporary HR practices, with the ability to manage complex workforce matters and organisational risk.
- Exceptional stakeholder engagement and communication skills, with demonstrated ability to influence senior executives, Boards and government stakeholders, and clearly communicate complex workforce matters.
- Demonstrated capacity to lead high-performing, values-aligned teams, building a strong internal culture, and delivering measurable business and workforce impact through collaborative leadership.
- Strong strategic and analytical capability, with a proven ability to translate strategic intent into actionable plans and performance outcomes, in dynamic environments.
- Proven ability to exercise sound judgment, confidentiality, and discretion when navigating sensitive workforce, governance, and organisational matters.
- Demonstrated authenticity, emotional intelligence, and steady leadership in complex or high-stakes settings – with the ability to navigate pressure constructively, maintain professionalism, and model the organisation's values in both calm and challenging circumstances.
- A commitment to uphold the highest standards of integrity, transparency, and ethical conduct in all decision-making.



Desirable Criteria

The following criteria are not essential, but will be considered favourably:

- Tertiary qualifications in human resources, business, public administration, or a related field.
- Sound understanding of APS employment frameworks, public sector reform priorities, and whole-of-government workforce strategies.
- Experience working in or with the Commonwealth Public Service or a comparable statutory or regulatory environment.



Employment Requirements

- The successful candidate will be subject to a National Police Criminal History Check and an International Police Criminal History Check if they have resided overseas for a period of 12 months or more in the last 10 years.
- The ASC's Child Safe Commitment provides insight into how seriously the organisation takes its responsibility to provide an environment that is caring, nurturing and safe. It is an essential requirement that all ASC employees obtain and maintain an active clearance/s to work with children.
- AGSVA (NV1) - This position requires the holder to be able to obtain and maintain a AGSVA Security Clearance to NV1. Candidates must be an Australian Citizen to meet eligibility requirements.
- The position hold will be required to travel to and/or be present in the Canberra office on a regular basis to fulfil role responsibilities.
- This position may occasionally require weekend work or work outside ordinary hours.



Australian Government
Australian Sports Commission



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