



searchlight group
EXECUTIVE SEARCH & ADVISORY

Candidate Briefing Pack



Executive People & Culture

A national disability support and social enterprise organisation

August 2026

ABOUT OUTLOOK AUSTRALIA

Outlook Australia (Outlook) is a registered Australian charity focused on improving the lives of people with a disability and people experiencing disadvantage. Founded in 1970, Outlook has grown into a leader in support and opportunity, serving thousands of individuals each year, driven by the belief that everyone deserves the chance to engage meaningfully in society and the workforce. Outlook's vision is an inclusive society for all.

Outlook stands as an example of what is possible when social service provision is seamlessly integrated with a social enterprise model. It operates through two divisions. The Community Services Division delivers life skills, in-home care and community access support as a disability support provider, helping customers build independence and enrich their lives. The Social Enterprise Division creates employment opportunities across the resource recovery sector, educating communities about recycling and waste recovery while demonstrating what an inclusive commercial operation can achieve: more than 77% of the social enterprise workforce come from disadvantaged backgrounds.

Outlook by the numbers

- Around 430 staff across Victoria, Queensland and New South Wales: 235 in Social Enterprise, 171 in Community Services and a full-service support office team of 25 based in Pakenham.
- 45 locations across three states: 39 social enterprise sites (transfer stations, resale shops, landfill operations, cleaning services and container deposit scheme operations) across Victoria and Queensland, five community services locations across Victoria and New South Wales, and the Pakenham support office.
- Community Services supports around 1,100 customers and more than 80,000 service users each year across disability services, aged care, homecare supports, community access, adult education and a neighbourhood house.
- 77% of the social enterprise workforce come from priority backgrounds (June 2026), alongside a valued workforce of volunteers and tutors.

Outlook's purpose is to equip people experiencing disadvantage with the skills and experience to enhance their community connection and workforce participation. Its goal is bold: by 2030, to be a thriving, sustainable organisation recognised as Australia's exemplar for inclusion, with a tenfold increase in impact.

STRATEGIC CONTEXT

Strategic Plan 2024–2030

Outlook's Strategic Plan 2024–2030 sets a clear goal: to be a thriving, sustainable organisation recognised as Australia's exemplar for inclusion by 2030, achieving a 10x increase in impact and becoming the supplier, partner and employer of choice in its industries. The strategy focuses on three levers: enhancing Outlook's social enterprise models, creating diverse career opportunities through those enterprises, and providing high-value customer experiences. The plan is built on five strategic pillars:

- **Empowering our Workforce:** staff are engaged, valued and satisfied, connected to Outlook's achievements, and have opportunities to develop and further their careers.
- **Creating Careers:** graduates gain industry-specific, job-specific skills and set off into careers, not just jobs.
- **Valued Experiences:** customers get value and feel valued and become more confident and empowered to participate.
- **Thriving Social Enterprises:** Outlook's social enterprises are recognised, respected and expanding, with the most satisfied customers in their industries.
- **Sustainability:** profit for more purpose, social and environmental responsibility, and strong, meaningful partnerships.

These pillars are underpinned by four values that Outlook works hard to live every day: **Better Everyday, Achieve It Together, Be Authentic and Own Your Actions.**

What this means for People & Culture

People are the strategy at Outlook. The first pillar, Empowering our Workforce, places this role at the centre of the plan, and the organisation's growth ambitions have direct workforce consequences: as Outlook scales toward its 2030 goal, the People & Culture function and team will grow in alignment with that trajectory. The incoming Executive will shape what the function becomes, developing the P&C strategy, building team capability, and ensuring Outlook can attract, develop and retain the people its growth requires.

The operating context brings genuine substance to the work: a workforce that spans frontline disability support, commercial resource recovery operations and corporate functions across three states, the need to navigate an evolving industrial relations landscape across both Commonwealth and State jurisdictions, changing work health and safety and psychosocial risk obligations, and the practical questions of scaling systems, leadership capability and culture through growth.

Link: <https://www.outlookaust.org.au/about/publications/>

LEADERSHIP AND OUTLOOK'S CULTURE

Working with the CEO and Executive

The role reports to Chief Executive Officer Daniel Findley and sits on Outlook's Executive alongside the Executive of Social Enterprise, the Executive of Community Services, Chief Corporate & Strategy Officer and the Executive Assistant and Board Secretariat. The Board is engaged and well governed, with Finance, Audit & Risk Management, Strategic Planning, and People and Governance Committees; the role prepares papers and advice for the Executive, Board and relevant Committees.

Daniel is clear about the working relationship he wants: a trusted adviser who operates with absolute confidentiality, gives frank advice, and has the confidence to push back on the CEO when the advice warrants it. In shaping this search, he described wanting the role to do more of what links People & Culture to strategy and business planning, more advisory work at the Executive table and more coaching of leaders, and less transactional day-to-day management and reactive work: a shift toward planning ahead and getting on the front foot. At the same time, this person will step in to the operational aspects of the work if required.

Culture

Outlook's culture reflects an organisation that has grown through the coming together of entities across states. The shift in recent years has been significant and positive, and there is work still to do: knitting together a genuinely national culture and consistent ways of working across Victoria, Queensland and New South Wales remains a live priority. Change leadership at Outlook sits with the Executive as a whole, and People & Culture sets the tone for how change is done well.

Employee and industrial relations activity sits around the industry average for organisations of Outlook's profile, with specialist external advisers supporting matters such as return to work, dismissal and general protections claims. The People & Culture team is capable and willing, with an uplift in capability and development a clear priority for the incoming Executive.

What the CEO is looking for

- An Executive-level People & Culture leader who is genuinely strategic, and still willing to be hands-on and operational when the moment requires it.
- A trusted adviser to the CEO: discreet, frank and confident enough to challenge, push back, and provide accurate advice.
- A leader who uplifts middle management through leadership development, one of the clearest priorities for the first twelve months.
- A tone-setter for change leadership across the organisation, working through and with the Executive.

THE OPPORTUNITY

Reports to. Chief Executive Officer, Daniel Findley.

Direct reports. P&C Business Partner; Health, Safety & Management Systems Advisor; Return to Work Coordinator. Recruitment, P&C and Volunteer Coordinators report through the P&C Business Partner.

Scale. a P&C function supporting around 430 staff and a valued volunteer workforce across Victoria, Queensland and New South Wales.

Location. Outlook Support Office, Pakenham, Victoria.

Contract. Full time, ongoing.

Working arrangement. Hybrid.

Package. To be negotiated within a stated range.

Outlook is seeking an Executive-level People & Culture leader to take an organisation with genuine social purpose through its next stage of growth. The role leads Outlook's people strategy, workforce capability, workplace health and safety, and employee and industrial relations, and partners with leaders across the organisation to improve engagement, retention, accountability and performance. Priorities for the first twelve months include:

- **Developing the People & Culture strategy:** a P&C strategic plan within the first six months, aligned to the Strategic Plan and annual business priorities, with annual P&C business plans that turn strategy into clear actions and measurable outcomes.
- **Uplifting leadership capability:** designing and delivering leadership development for Outlook's middle managers, aligned to the Leadership Framework, so that accountability, role clarity and consistent decision-making strengthen across the organisation.
- **Developing the P&C team:** investing in the capability and development of a team of six and shaping the function as it grows in alignment with organisational growth.
- **Getting more from systems:** Outlook's HRIS (Employment Hero) has recently been upgraded and there is more value to unlock; the CEO actively encourages trialling and piloting AI tools, with appropriate care for privacy.
- **A steady hand on employee and industrial relations:** overseeing ER and IR matters at around industry-average volumes, supported by specialist external advisers, and building managers' capability so issues are handled consistently, lawfully and in line with Outlook's values.
- **Preparing for what is coming:** psychosocial safety obligations, working-from-home legislation and the practical demands of scaling a workforce across three states.
- **Setting the tone for change:** change leadership sits with the Executive as a whole; People & Culture sets the standard for how change is led and landed well.

WHAT YOU WILL BRING

The essentials below describe the substance of the role rather than a rigid checklist; if you bring most of this and the appetite for the rest, we would like to hear from you.

Essential

- Significant experience in senior or executive People & Culture leadership, spanning workforce strategy, employee and industrial relations, organisational development and WHS governance.
- Proven ability in strategic planning, team development and change management, including leading significant organisational change with clear communication and genuine stakeholder engagement.
- Strong written, verbal and interpersonal communication, including clear papers and briefings for Executive, Board and Committee audiences.
- A track record of practical diversity, equity and inclusion initiatives that improve participation, belonging and organisational outcomes.
- The capability to influence decision-making and build consensus among diverse stakeholders, with the discretion and confidence to be a genuinely trusted adviser to a CEO.
- The judgement to operate strategically at the Executive table while staying hands-on when the situation calls for it.
- Relevant tertiary qualifications in Human Resources or a related field.

Highly desirable

- A postgraduate qualification in Human Resources, Employment Relations, Business, Organisational Psychology or a related discipline.
- Current AHRI membership or eligibility for Certified Practitioner status.

Working at Outlook

- Genuine influence: an Executive seat reporting to a CEO who wants advice, not administration, with real autonomy to lead the function.
- Purpose you can see: an organisation where more than 77% of the social enterprise workforce come from disadvantaged backgrounds, working toward a 10x increase in impact by 2030.
- A great organisation with great people, and lots of opportunity to build, improve and do things.
- A recently upgraded HRIS and an organisation open to innovation, including piloting AI in the P&C function.

THE RECRUITMENT PROCESS

Searchlight Group manages every stage of this appointment. The process is rigorous, confidential and respectful of your time, and we provide feedback at each stage.

Stage	What happens	Indicative timing
1 • Apply or enquire	A CV and cover letter to Searchlight Group, or a confidential conversation first.	From now
2 • Initial conversation	A discussion with Michael Holdway about the role and your background.	August-September
3 • Structured interview	A competency and behaviour-based interview with Searchlight Group.	September
4 • Shortlist	Written assessments and shortlist presented to Outlook.	Mid-October
5 • Panel interviews	Interviews with Outlook's selection panel.	Late October
6 • Referencing and offer	Referencing, verification and pre-employment checks (Police, Working with Children and NDIS Worker Screening), and offer.	On selection
7 • Onboarding	A supported start in the role.	On appointment

Timing is indicative. Applications are reviewed as they are received, so early contact is encouraged.

HOW TO APPLY

Please upload a CV and a short cover letter on what you would bring to the role through the website portal link: <https://searchlightgroup.com.au/jobs/executive-people-culture/>

Closing date for applications is Midnight on Sunday 6th September 2026. If you have any questions before applying, please contact Michael Holdway for a confidential conversation.

About Searchlight Group

Searchlight Group is a Melbourne-based executive search firm specialising in the public and for-purpose sectors, with deep networks across the disability, community services and social enterprise sectors. Michael Holdway leads this engagement personally, and every conversation is confidential.

Contact

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This pack is provided in confidence for candidates considering the Executive People & Culture role at Outlook Australia. It remains the property of Searchlight Group.

POSITION DESCRIPTION

Position. Executive People & Culture.

Reports to. Chief Executive Officer.

Direct reports. P&C Business Partner; Health, Safety & Management Systems Advisor; Return to Work Coordinator.

Location. Outlook Support Office, Pakenham, Victoria. Full time.

Purpose: The Executive People & Culture leads Outlook's people strategy, workforce capability, workplace health and safety, and employee and industrial relations. The role ensures Outlook has practical P&C systems, strong leadership capability and an inclusive workplace culture that supports the Strategic Plan, annual business priorities and legal obligations. Reporting to the CEO, the role provides advice to the Executive, Board and relevant Committees on workforce risks, opportunities and performance, and partners with leaders across Outlook to improve engagement, retention, accountability and organisational performance.

Key Accountabilities

› Strategic People & Culture Leadership

- Develop and regularly review a P&C strategic plan within the first six months of appointment, aligned with Outlook's vision, Strategic Plan and annual priorities.
- Develop, implement and monitor annual P&C business plans that translate strategic priorities into clear actions, resourcing requirements and measurable outcomes.
- Oversee reports and papers for Executive, Board and Committee meetings, ensuring clear advice and reliable information.
- Lead organisational change initiatives, advocate for P&C priorities and influence decision-making in Executive meetings and strategic discussions.
- Monitor workforce, sector and employment trends to inform P&C strategy, risk management and workforce planning.
- Work with Executive and senior leaders to strengthen leadership accountability, role clarity and consistent decision-making, including meaningful individual and organisational KPI frameworks.

› Employee Development and Engagement

- Design and implement practical learning, development and leadership programs aligned to workforce needs, strategic priorities and compliance obligations, including programs for current and emerging leaders aligned to Outlook's Leadership Framework.
- Establish a framework for career progression and skill enhancement, promoting internal talent mobility and cross-functional experience.
- Run regular employee engagement and pulse surveys and implement strategies that lift satisfaction and retention.
- Foster a learning and development culture, monitoring performance and development outcomes and coaching staff.

› Talent Acquisition and Volunteer Integration

- Oversee recruitment processes that attract diverse and skilled talent, using targeted sourcing, sector networks and partnerships to build candidate pipelines.
- Develop Outlook's employee value proposition and employer brand to attract people aligned with Outlook's purpose, values and workforce needs.
- Develop workforce plans identifying current and future capability, succession and resourcing requirements.
- Align volunteer engagement with workforce planning so volunteer roles are purposeful, supported and integrated, with strong onboarding for employees and volunteers alike.

› Workplace Culture and Employee Relations

- Develop policies and programs that promote a positive workplace culture, embedding Outlook's values through leadership expectations, communication, induction, recognition and performance processes.
- Address and resolve grievances and conflicts effectively, and lead or oversee industrial relations matters, negotiations and dispute resolution in line with legal obligations and sound governance.
- Implement diversity and inclusion initiatives, and promote psychological safety, wellbeing and sustainable work practices.
- Ensure managers receive practical employee relations and industrial relations training that supports consistent, lawful and values-aligned decisions.

› Employment Compliance and Workplace Health & Safety

- Ensure P&C policies, employment practices and advice comply with applicable industrial instruments, employment legislation and regulatory requirements, with timely reporting of workplace incidents.
- Foster a culture of physical and psychological safety, including respectful workplace behaviour, mental health, early intervention and psychosocial risk management.
- Oversee health and safety policies, safe work practices, audits, corrective actions, emergency response plans and training, together with wellness programs and safety workshops.
- Enhance collaboration between P&C and operational leaders so safety and compliance practices are integrated.

› Quality, OHS and Information Security

- Act safely and model Outlook's values through daily activities and leadership style, ensuring the physical and psychological wellbeing of employees, customers and the community.
- Support team members participating in return to work programs.
- Keep all confidential information in the strictest confidence and use it only as authorised by Outlook.

Key Selection Criteria

An asterisk () denotes a must-have requirement.*

- Significant experience in senior or Executive P&C leadership roles, including responsibility for workforce strategy, employee and industrial relations, organisational development and WHS governance. *
- Proven ability in strategic planning, team development and change management. *
- Strong written, verbal and interpersonal communication skills, including the ability to prepare clear papers and briefings for Executive, Board and Committee audiences. *
- Demonstrated experience leading practical diversity, equity and inclusion initiatives that improve workplace participation, belonging and organisational outcomes. *

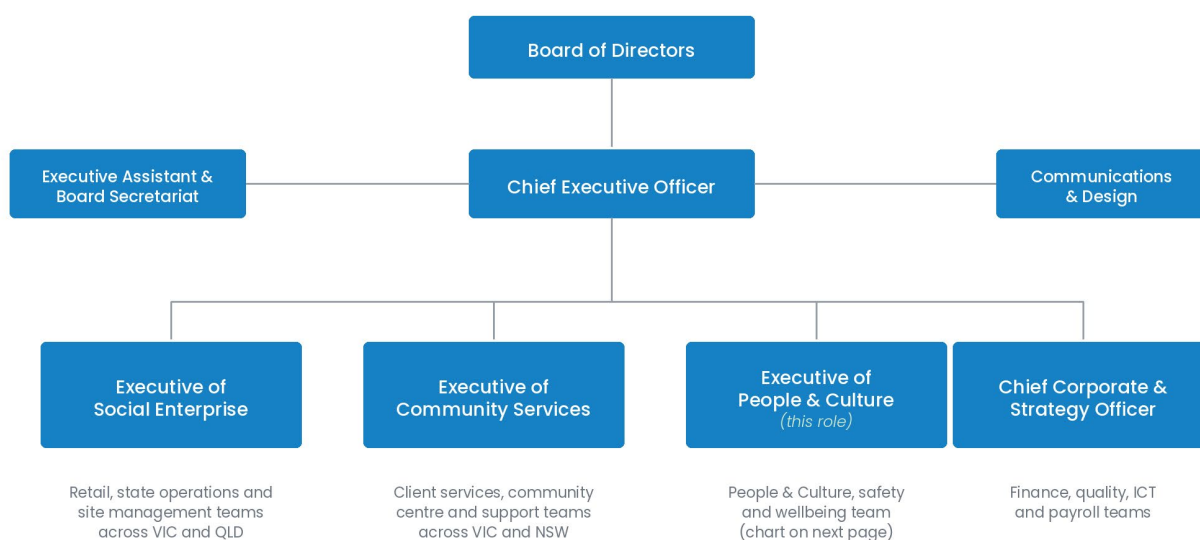
- Demonstrated ability to lead and manage significant organisational change initiatives, including strategic planning, effective communication and stakeholder engagement at all levels. *
- Proven capability to influence decision-making processes and outcomes, with a strong ability to persuade and build consensus among diverse stakeholders. *
- Relevant tertiary qualifications in Human Resources or related fields. *
- Postgraduate qualification in Human Resources, Employment Relations, Business, Organisational Psychology or a related discipline.
- Current AHRI membership or eligibility for Certified Practitioner status.

General employment information

Appointment is subject to satisfactory Police, Working with Children and/or NDIS Worker Screening checks prior to commencement. Applicants complete a pre-existing injury and medical declaration. Outlook is committed to a safe and healthy workplace; participation in random drug and alcohol testing may be required, and vaccinations may be required in line with government or industry directives. A current driver's licence may be required.

ORGANISATION CHART

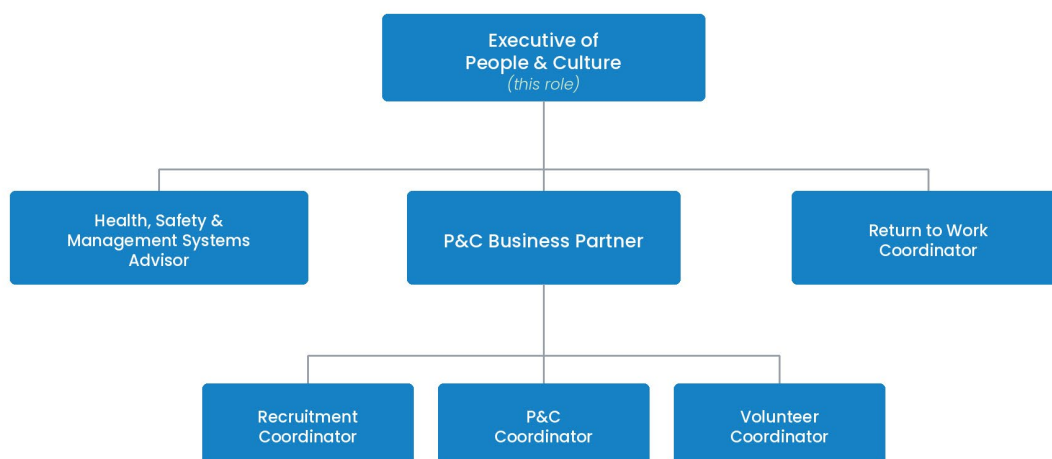
Outlook's organisational structure at a glance. The Executive People & Culture reports to the Chief Executive Officer and sits on the Executive alongside the divisional Executives and the Chief Corporate & Strategy Officer.



Adapted from Outlook Australia, Organisational Chart, July 2026.

THE PEOPLE & CULTURE TEAM

The People & Culture team this role leads. The Recruitment, P&C and Volunteer Coordinators report through the P&C Business Partner.



Adapted from Outlook Australia, People & Culture Organisational Chart, July 2026.