

Your HR function. Without employing an HR person.

Fractional HR Support



THE
People & Culture
OFFICE

Good HR does more than respond to the issue sitting in front of you. It helps you see what is creating it.

HR made easy, human,
strategic and *regional*

Most HR retainers begin when something has already happened.

A performance issue has escalated. An employee has raised a complaint. A manager needs a letter. A contract or policy needs reviewing. The adviser responds, the immediate issue is managed and everyone moves on.

That support matters, but on its own it is still reactive. It deals with the event without necessarily examining the conditions around it: the unclear expectations, repeated management habits, gaps in onboarding, workforce pressure or systems that allowed the same issue to keep appearing.

Fractional HR takes a broader view.

The People & Culture Office works as an external HR function, not simply an advice line. We support the day-to-day management of your workforce while maintaining oversight of compliance, workforce trends, employee experience, capability and the people systems supporting the business.

It means we can respond when you need us, but we are not waiting for something to go wrong before HR adds value.

REACTIVE SUPPORT	Responds to individual questions and incidents as they arise.
FRACTIONAL HR	Connects individual matters to patterns, risks and business priorities.
THE SHIFT	From managing each issue in isolation to improving how people are managed across the organisation.

Is your current HR approach leaving work on the table?

If your organisation has HR documents and access to advice but little visibility of workforce trends, employee experience, capability risk or the patterns sitting behind repeated issues, there is more HR can be doing for you.

The three pillars of your HR function

The value of HR is not found in how many documents you have or how quickly someone answers a question. It comes from doing three connected types of work well.

01

THE WORK THAT NEEDS DOING

The practical work of managing employment relationships, meeting employer obligations and giving leaders sound advice when decisions need to be made.

02

THE WORK WE NEED TO UNDERSTAND

The analysis that tells us what is happening across the workforce, where pressure is building and what the individual issues may be telling us collectively.

03

THE WORK THAT MAKES THINGS BETTER

The proactive improvement work that strengthens workforce decisions, employee experience, leadership practice and the systems supporting good work.

If your current HR support is concentrated almost entirely in the first pillar, there is likely valuable work being left on the table.

01 The work that needs doing

This is the ongoing work of managing employment relationships well. It gives your managers access to experienced HR judgement and helps the organisation meet its obligations as an employer.

Employee relations and management support

- Day-to-day HR advice for leaders and managers
- Performance, conduct, probation, attendance and difficult conversations
- Employee grievances, complaints and workplace concerns
- Fitness for work and employee wellbeing matters requiring HR involvement
- Investigations, termination, redundancy and organisational change
- Support for employees who need to raise or discuss a workplace matter

Employment and compliance

- Fair Work Act, National Employment Standards and Modern Award interpretation
- Hours, overtime, allowances, leave and employment condition queries
- Employment contracts, policies, procedures and their practical application
- Monitoring relevant workplace relations changes and emerging risks
- Supporting consistent, defensible and procedurally fair employment decisions

HR systems and documentation

- Position descriptions and role clarity
- Employment lifecycle, performance and probation documentation
- Templates, letters and practical manager resources
- Review and improvement of HR processes and record keeping

The aim is not to move routine administration out of your business. It is to make sure the HR thinking behind that administration is right.

02 The work we need to understand

Individual HR matters tell us what is happening with one employee. A fractional HR function should also help you understand what is happening across the workforce.

We build that picture by considering workforce information alongside what managers and employees are telling us, the themes appearing through HR, recruitment pressures and the experience of people across the employment lifecycle.

Workforce insights may include

- Headcount, employment mix and workforce composition
- Turnover, retention, tenure and probationary turnover
- Absenteeism, unscheduled absence and leave trends
- Recruitment activity, vacancies, time to fill and hard-to-fill roles
- Performance, conduct and employee relations themes
- Capability, skills, licences and competency gaps
- Internal movement, progression and succession risk
- Remuneration trends and labour market pressure
- Employee experience and reasons people stay or leave

Metrics are only useful if we do something with them.

Why are people leaving? At what point in their employment? Are the same performance issues appearing repeatedly? Is recruitment solving a vacancy or repeatedly replacing turnover? Are particular roles becoming harder to fill? Are our systems contributing to the problem?

Workforce planning is part of the picture

Understanding what your organisation needs from its workforce today matters. Looking ahead to what it will need next is equally part of the HR function.

Working alongside management, we maintain oversight of current and future workforce requirements so workforce decisions can be made with greater foresight, rather than waiting until a vacancy or capability gap becomes an immediate operational problem.

- Current and anticipated workforce requirements
- Upcoming vacancies and recruitment priorities
- Critical roles, hard-to-fill roles and key-person risk
- Workforce capability and skills gaps
- Succession and internal progression opportunities
- Employment mix, organisational structure and role design
- Training, licences and competency requirements
- Remuneration, retention and labour market pressures
- Business changes likely to affect future workforce needs

This does not mean HR makes operational or commercial decisions for the business. It means leaders make those decisions with better workforce information in front of them.

Recruitment sits outside the support allocation

Recruitment is delivered separately through our boutique recruitment agency. This protects the monthly HR allocation and gives each campaign the dedicated strategy, candidate engagement and behavioural assessment it requires—while keeping recruitment connected to the organisation's wider workforce needs and employee experience.

Good HR is not simply about compliance.

It is about understanding people, understanding the business and knowing how to connect the two.

03 The work that makes things better

Once we understand what is happening, HR can move beyond responding to individual events and improve the conditions around them.

This is where proactive HR earns its place. We review the decisions, practices and systems influencing the organisation's ability to attract, manage, develop and retain the people it needs.

- Employee experience across recruitment, onboarding, probation, development and exit
- Organisational structure, position design and role clarity
- Performance and development approaches
- Manager HR capability and practical resources
- Retention initiatives informed by workforce evidence
- Career pathways, succession and capability development
- Employer brand and Employee Value Proposition
- Remuneration structures and market considerations
- HR systems, policies and processes where recurring issues identify a need for change
- Opportunities to simplify and strengthen how people are managed

The question changes from “How do we deal with this?” to “What is this telling us, and what needs to change?”

Some improvements happen naturally through the monthly relationship. Where substantial design, consultation or implementation is required, project work is scoped separately so it does not consume the capacity needed to provide your ongoing HR function.

Where the responsibilities sit

Fractional HR works best when there is a clear distinction between administration and work requiring HR knowledge, judgement, analysis, advice or intervention.

YOUR INTERNAL ADMINISTRATION

Payroll processing, timesheets, entering and processing leave, maintaining employee records, filing documents, scheduling routine activities and general administrative coordination.

THE PEOPLE & CULTURE OFFICE

The HR expertise behind those processes: interpreting obligations, advising on employment decisions, reviewing systems, managing employee relations risk, analysing workforce information and supporting leaders to manage people well.

The level of support grows with your organisation

The nature and extent of the work undertaken each month is guided by your priorities and the capacity included in your selected package. Greater monthly capacity allows a more embedded and proactive role: deeper workforce analysis, closer work with leaders and more room to develop and implement improvements.

This is not unlimited project work tucked inside a retainer. When a substantial project cannot reasonably be completed without affecting ongoing HR support, it is identified early and scoped separately. Clear boundaries protect the value of both.

About me

Simone Pickering - Director & Founder

With more than 20 years of HR experience, I bring a commercially focused, human-centred approach to workforce management, organisational development and employee engagement across mining, trades, not-for-profit organisations and local government.

As a Professional Member (MAHRI) of the Australian HR Institute (AHRI), I maintain contemporary HR practice through ongoing professional development, with a strong focus on employment legislation, workforce trends and the people science that sits behind effective HR practice.

My experience spans HR leadership, organisational development and end-to-end recruitment, giving me a practical understanding of how people, systems and leadership come together to influence organisational performance. I'm also trained to administer Gallup's globally recognised Q12 Engagement Survey and CliftonStrengths framework, supporting organisations to take an evidence-based approach to employee engagement, leadership, performance and development.

My recruitment experience is extensive and grounded in some of Australia's most challenging labour markets. I've supported new mine start-ups and recruited across FIFO and residential operations through both the GFC and mining boom, including working as the sole recruiter responsible for up to 30 vacancies at any one time. That experience has shaped an approach to recruitment that looks beyond filling vacancies to understand the strengths, traits, behaviours and working environment that contribute to a successful long-term hire.

I also design and deliver practical workshops for business leaders and HR teams across intentional recruitment, employee engagement and contemporary people practices. The focus is firmly on application: giving leaders the knowledge, tools and frameworks to make better people decisions, strengthen leadership capability and create the conditions for employees to do good work.

Whether it's navigating complex employee and industrial relations matters, strengthening leadership capability, improving the employee experience or designing the systems that shape how work gets done, I help organisations connect HR practice with the outcomes they're trying to achieve.

Because good HR isn't simply about compliance. It's about understanding people, understanding the business, and knowing how to connect the two.

THE
REAL
WORK



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