

CS04 Manager – Human Resources and Workforce Development

1. Job role

TCF sub-sector	Cross sector
Job role	CS04 Manager – Human Resources and Workforce Development
Job role description	Leads the human resources and workforce development functions of a textile, clothing or footwear enterprise. The role is responsible for workforce planning, recruitment, training, organisational development and workplace relations while ensuring that the organisation has the skills and capability required to support product development, manufacturing, supply chain and commercial operations. In the Australian TCF industry—where many businesses are small to medium enterprises and rely on specialised technical skills—the Director – Human Resources and Workforce Development focuses on building a capable workforce, supporting leadership development and strengthening industry-relevant skills in areas such as product development, manufacturing, retail and digital commerce.
Performance expectations	• Develop and implement workforce strategies aligned with enterprise growth • Ensure effective recruitment and retention of skilled staff across design, production and commercial functions • Support leadership capability and management development • Develop training and skills development programs aligned with industry requirements • Maintain effective workplace relations and employee engagement • Ensure compliance with workplace health and safety and employment legislation • Strengthen workforce capability in digital systems, manufacturing and product development • Develop HR systems and policies supporting organisational performance
Specialisation	May specialise in workforce development for apparel and footwear production, skills development in design and product development teams, or HR management for product-based businesses operating through global supply chains.
Application in other TCF sectors	The skills used in this senior management role are largely transferable across different sectors of the textile, clothing and footwear (TCF) industry, and they are also broadly applicable to other manufacturing processing and production industries that operate complex supply chains, product development cycles and market-driven production systems.

2. Key tasks and critical work functions

Key tasks	• Develop enterprise workforce strategies and HR policies • Manage recruitment, onboarding and workforce planning processes • Source / design and implement staff training and development programs • Support organisational change and leadership development initiatives • Manage performance management and employee engagement systems • Ensure compliance with employment legislation and workplace policies • Maintain workforce data, HR systems and reporting • Collaborate with management teams on workforce capability needs
Critical work functions	• Development of workforce capability aligned with enterprise strategy • Integration of skills development with product development and operational needs • Management of workplace relations and employee engagement • Compliance with employment legislation and workplace policies • Development of organisational culture and leadership capability

3. Technical skills

Workforce planning	Develop workforce plans aligned with business strategy.
Recruitment and talent management	Manage recruitment processes and talent development.
Training and workforce development	Design and implement skills development programs.
Workplace relations management	Manage employee relations and workplace agreements.
Performance management systems	Implement systems for monitoring and improving staff performance.
HR systems management	Manage HR information systems and workforce data.
Employment law and compliance	Ensure compliance with employment legislation and workplace policies.

4. Generic Skills

Leadership	Lead HR teams and organisational capability initiatives.
Communication	Communicate effectively with employees, managers and stakeholders.
Strategic thinking	Align workforce capability with organisational strategy.
Problem solving	Resolve workforce and organisational challenges.

Collaboration	Work closely with executive leadership and operational teams.
Change management	Support organisational transformation and workforce adaptation.

5. Emerging skills

Emerging skills	• Workforce analytics and data-driven HR decision making • Digital learning platforms and skills development systems • Workforce transition planning linked to automation and digitalisation • Industry partnerships for vocational training and apprenticeships • Diversity and inclusion strategies in global supply chain organisations • Leadership development for innovation-driven product businesses
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6. VET Qualifications and Skill Sets

Entry-level preparation	BSB50320 Diploma of Human Resource Management or equivalent
Advanced development	BSB60320 Advanced Diploma of Human Resource Management or equivalent and / or bachelor's degree in Human Resource Management, Business Management or Industrial Relations.

7. Job progression

Possible job progression	HR Manager → Head of Human Resources → Director - Human Resources and Workforce Development
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8. Classification

Australian Qualifications Framework	AQF Level 4-7
Australian Bureau of Statistics (ABS) Skill Levels	Skill Level 1-2
Open Source Classification of Occupations for Australia (OSCA)	Human Resources Manager - Manufacturing or product-based enterprise



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