

# Role Description

## Director, Human Resources

Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	Human Resources
Classification/Grade/Band	PSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	271311
PCAT Code	3111592
Date of Approval	21 November 2019
Agency Website	<a href="http://www.legalaid.nsw.gov.au">www.legalaid.nsw.gov.au</a>

### Agency overview

Legal Aid NSW is the largest legal aid agency in Australia, comprising a Central Sydney office and 25 regional offices in metropolitan and regional centres across NSW and a number of specialist services and advice clinics. It was established under the Legal Aid Commission Act 1979 as an independent authority to assist economically and socially disadvantaged people to understand and protect their rights in the legal system. People with disabilities, from people from culturally and linguistically diverse backgrounds, women and children, Indigenous people and people with mental illness are some of the groups who may experience difficulties when enforcing and defending their rights.

Working in partnership with private lawyers, Legal Aid NSW provides legal advice, information and minor assistance and legal representation to eligible people in many areas of law. Legal Aid NSW also provides alternative dispute resolution services, community legal education programs, and publications on legal issues.

### Primary purpose of the role

Lead the development and management Legal Aid's people management strategies, initiatives, programs, services and a culture that supports optimal organisational performance and productivity.

As a member of the Executive team contribute to the development of the Legal Aid NSW broader strategies and service delivery planning to ensure the provision of high quality and innovative legal services and contribute to the development of the Legal Aid NSW broader strategies and service delivery planning to ensure the provision of high quality and innovative legal services.

### Key accountabilities

- Lead the development, implementation, monitoring, review and evaluation of an innovative People Plan that drives and embeds positive behaviours, culture and performance across the organisation.
- Lead the development and implementation of people strategies across the organisation including public sector wide human resource management initiatives and manage their successful implementation.

- Manage the design and delivery of a strategic workforce plan in accordance with corporate and operational imperatives, NSW Government directions, legislation, policies and reporting requirements ensuring the supply of a responsive, sustainable and flexible workforce.
- Direct the design and delivery of the Legal Aid NSW leadership and executive development program to harness and lead workforce creativity, talent and abilities which build a high performance culture.
- Lead the development and implementation of an organisational development program to ensure the workforce has the capability and capacity to achieve its strategic objectives through systematic needs analysis, innovative design and implementation of needs based flexible learning and development initiatives, evaluation and reporting.
- Provide leadership to the Human Resources Division and ensure that services are provided efficiently and effectively and provide performance feedback and coaching to managers and staff, to ensure that they fulfil their responsibilities and realise their potential.
- Manage diverse and complex human resources activities including organisational development, professional development and learning, Work Health and Safety, recruitment and retention, employee engagement and reform programs, consistent with relevant NSW public sector policies, practices and statutory requirements.

## Key challenges

- Managing the expectations of managers about the role of the Division and the degree to which it can play a direct role in managing difficult people issues
- Implementing changes to human resources systems and policies so as to achieve greater efficiency, while maintaining effective support for the operations of Legal Aid NSW
- Assessing and managing resistance to change from internal and external stakeholders

## Key relationships

Who	Why
<b>Internal</b>	
CEO	<ul style="list-style-type: none"> <li>• Receive guidance, exchange information and to provide timely, expert, strategic advice and counsel to the CEO and senior executives on all aspects of human resource management.</li> </ul>
Executive team and senior managers	<ul style="list-style-type: none"> <li>• Provide timely, expert, strategic advice, information and counsel to Executives and senior managers on all aspects of human resource matters.</li> </ul>
HR Team	<ul style="list-style-type: none"> <li>• Lead, develop and coach reporting staff, determine operational priorities, monitor and review work performance, provide leadership and guidance and promote learning and development opportunities.</li> </ul>
<b>External</b>	
Public Service Commission	<ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships, seek advice and clarification of relevant policy and statutory issues.</li> </ul>
Stronger Communities Cluster and NSW government agencies	<ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships and partnerships to achieve their optimal contribution and engagement.</li> </ul>

## Role dimensions

### Decision making

The role sets the Human Resources strategies and directions and allocates priorities and resources within the Human Resources Division. The role is a member of the Executive Leadership team and contributes to organisational decision making, planning and continual improvement. The role is fully accountable for the quality, integrity and validity of information and advice provided.

### Reporting line

CEO

### Direct reports

- Manager People and Leadership Development
- Senior Business Partners x 2
- Manager HR Services
- Manager Employee Relations and Workplace Standards
- Manager Health, Safety and Wellbeing
- Manager Strategic HR Projects
- Executive Support Officer

### Budget/Expenditure

Staffing and Budget

Reporting Directly: 8

Reporting Indirectly: 32

Budget Total: TBC

## Essential requirements

Relevant tertiary qualifications and demonstrated leadership experience

## Capabilities for the role






The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

This role also utilises an [occupation specific capability set](#).


### Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 <b>Personal Attributes</b>	Display Resilience and Courage	Advanced
	<b>Act with Integrity</b>	<b>Highly Advanced</b>
	Manage Self	Adept
	Value Diversity	Adept
 <b>Relationships</b>	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	<b>Influence and Negotiate</b>	<b>Highly Advanced</b>
 <b>Results</b>	<b>Deliver Results</b>	<b>Highly Advanced</b>
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 <b>Business Enablers</b>	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Advanced</b>
 <b>People Management</b>	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Advanced</b>

## Human Resources Professionals Capability Set

Capability Group	Capability Name	Level
 <b>Human Resources</b>	<b>Workforce Strategy</b>	<b>Level 4</b>
	Organisational Design	Level 4
	<b>Talent Management</b>	<b>Level 4</b>
	<b>Organisational Culture</b>	<b>Level 4</b>
	Workforce Relations	Level 4
	Workforce Insights	Level 4
	Employee Services	Level 4

## Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> <li>Champion and act as an advocate for the highest standards of ethical and professional behaviour</li> <li>Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government</li> <li>Define, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> <li>Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>
<b>Results</b> Deliver Results	Highly Advanced	<ul style="list-style-type: none"> <li>Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>Identify, recognise and celebrate success</li> <li>Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes</li> <li>Initiate and communicate high level priorities for the organisation to achieve government outcomes</li> <li>Use own professional knowledge and expertise of others to drive organisational and government objectives forward</li> <li>Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Provide timely, constructive and objective feedback to staff</li> <li>Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b> Manage Reform and Change	Advanced	<ul style="list-style-type: none"> <li>Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>Translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li> <li>Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>

## Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
<b>Human Resources Professionals Capability Set</b> Workforce Strategy	Level 4	<ul style="list-style-type: none"> <li>• Partner with senior leaders to define organisational strategy and long-term business outcomes, balancing workforce strategy with diverse and changing customer needs</li> <li>• Contribute expert advice and a sector-wide workforce planning and management perspective to organisation resource and budget planning</li> <li>• Contribute expert knowledge of service delivery models and labour market trends to leadership discussions on workforce strategies, based on a concept of workforce management that includes direct employment, contractors, consultants, and external service providers</li> <li>• Partner with senior leaders to analyse business directions and establish practical long term capability-based workforce strategies to enable achievement of business goals</li> <li>• Promote an organisation-wide understanding of workforce management as a flexible, integrated set of tailored strategies, processes and tools adjusted over time to reflect changing needs and priorities</li> <li>• Contribute strategic and expert advice to senior leaders on change management strategies to support effective organisational transition to new business priorities or models</li> <li>• Partner with senior leaders to create a compelling narrative for change and to lead and influence change activities across the organisation</li> <li>• Commission evidence-based evaluations of the efficiency and effectiveness of the organisation's workforce strategies in achieving business outcomes to confirm direction and determine necessary adjustments</li> </ul>
<b>Human Resources Professionals Capability Set</b> Talent Management	Level 4	<ul style="list-style-type: none"> <li>• Partner with senior leaders to define strategies which leverage capability development, promote talent mobility within and across agencies; and support sourcing from all sectors</li> <li>• Partner with senior leaders to develop and drive broad organisational talent management strategies, targeting groups that are underrepresented in specific streams or leadership roles</li> <li>• Lead broad organisational adoption and implementation of integrated talent management strategies to build a diverse pipeline of future leaders, talent and capability</li> <li>• Promote organisational talent management strategies based on a comprehensive understanding of the organisation's existing capability levels, strategic business model, future priority directions and employee value proposition</li> <li>• Partner with senior leaders to define the most appropriate performance and recognition programs to support the organisation's business strategy and plans</li> </ul>

## Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Professionals Capability Set	Level 4	<ul style="list-style-type: none"> <li>Promote recognition of talent and high potentials as a whole of sector resource to support attractive career choices, nurture the development of leaders with broad experience, and enable flexible deployment of workforce resources in line with government service delivery priorities</li> <li>Lead evaluation of organisational talent to identify and manage systemic issues through targeted interventions, to ensure capability needs are met</li> </ul>
		<ul style="list-style-type: none"> <li>Drive an organisation-wide understanding of the common benefits derived by the business and its employees from a positive and inclusive workplace environment, active employee contribution and an ethical, values-based organisational culture</li> <li>Partner with senior leaders to identify the culture needed to support achievement of organisational objectives, and to design interventions to enhance culture aligned with business objectives and operating environment</li> <li>Inspire senior leaders to develop and promote the organisation's values, ethical standards and behavioural expectations, in collaboration with all levels of the workforce</li> <li>Influence senior leaders to foster a diverse and inclusive workforce based on evidence of its positive contribution to innovative thinking and business outcomes</li> <li>Inspire senior leaders to adopt positive workplace culture and employee engagement as a core component of business strategy, to provide personal leadership by example, and to take quick action to address any behaviours that do not align with organisational values</li> <li>Partner with senior leaders to use evidence, obtained from staff surveys, customer satisfaction surveys and other sources, to link culture and productivity in order to guide organisational strategies</li> <li>Drive a culture of two-way constructive feedback at all levels of the organisation, encouraging managers and employees to be conscious of the impact of their interactions with others and their contribution to a positive, inclusive environment</li> </ul>