Role Description
Manager Talent Acquisition

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Legal Aid NSW
Division/Branch/Unit	Human Resources
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	223112
PCAT Code	2224291
Date of Approval	3 April 2024
Agency Website	www.legalaid.nsw.gov.au

Agency overview

Legal Aid NSW is the largest legal aid agency in Australia, comprising a Central Sydney office and 28 regional offices in metropolitan and regional centres across NSW including the two satellite offices located at Walgett and Bourke 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, 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

The Manager Talent Acquisition is responsible for developing, leading, and driving talent acquisition operations through delivering strategic end-to-end recruitment and onboarding that will attract and retain top talent, improve organisational capability, encourage internal career mobility, will be efficient, contemporary and business outcome focused while maintaining the highest level of customer engagement. The role is also responsible for designing and implementing innovative talent acquisition solutions and services, including the monitoring, analysis and assessment of the Talent Acquisition function to effectively integrate with a range of organisational talent management activities and achieve overall operational excellence and outcomes.

The role provides leadership and development to a team of professionals (and partnering closely with the business) in identifying, attracting and onboarding talent to efficiently and effectively meet evolving and changing organisational needs, and ensuring alignment with talent, culture, organisational development and diversity strategies of the Legal Aid NSW.

Key accountabilities

- Provide the highest standard of leadership and clarity in direction, coaching and advice to enable the talent acquisition team to manage workloads, complete specialised projects, meet deadlines and achieve optimal client orientated service delivery whilst ensuring talent acquisition services are compliant with relative legislation, regulations, Award conditions, government frameworks and Legal Aid NSW policy and guidelines.
- Identify, develop and implement strategies and plans to partner with the business and continually improve all talent and engagement services across Legal Aid NSW. This includes attraction, selection, assessment, and career development/transition and targeted, bulk, graduate and executive talent acquisition assignments.
- Identify and implement opportunities to improve service delivery through the use of new technology, including the design and development of a new human capital management system, and the application of social media, mobile apps, AI and HR technologies to continually improve all talent acquisition and onboarding processes across Legal Aid NSW.
- Develop (in consultation with key stakeholders) an employer value proposition and employer brand marketing strategy, aligning and embedding these to internal workforce planning, culture and organisational development and talent management strategies.
- Provide a comprehensive suite of metrics to key stakeholders which provide insights into operation effectiveness and customer experiences to assist with improving, supporting and guiding decision-making processes.
- Partner within the Human Resources team and the various Legal Aid Staff Networks (ie. Pride, Culturally and Linguistically Diverse (CALD), Aboriginal and Disability Networks) to develop talent acquisition approaches that encourage fair, equitable, diverse and inclusive outcomes.
- Manage vendor relationships including contract negotiations, budgeting and management of service level agreements and delivery of Return on Investment metrics.
- Influence Hiring Managers (and other key stakeholders) on the introduction and adoption of any newly developed talent acquisition enhancements. This also includes coaching and providing expert advice to Hiring Managers on current practice and legislative requirements, and seeking feedback to continuously improve talent acquisition and onboarding practices across Legal Aid NSW.

Key challenges

- Delivering innovative and strategic talent acquisition solutions within a context of limited resources and competing priorities in a climate of significant change.
- Developing hiring manager capability to promote high quality and efficient talent acquisition processes and improve the candidate experience.
- Meeting the needs of all HR clients, provide a strategically aligned service that is efficient and streamlined.

Key relationships

Internal

Who	Why
Director HR and Deputy Director HR	- To seek guidance, direction and support on complex matters. - Support the implementation of policies, programs and strategies and provide expert advice to assist in decision making.
Strategic Leadership Team (HR)	- Receive guidance, provide advice and exchange information. - Work collaboratively on projects and programs to improve talent acquisition practice and related projects

Executive and Hiring Managers	• Provide expert advice and feedback to promote high quality and ethical talent acquisition methods and outcomes.
Talent Acquisition Business Partners Talent Acquisition Team members	• Lead and provide support and advice on talent management strategies, current practice and application of legislation.

External

Who	Why
Other Government Agencies	• Consultation and information sharing on business improvement and policy programs and initiatives.
Candidates	• Provide guidance on selection processes

Role dimensions

Decision making

The incumbent has the autonomy in coordinating and managing the work of the Talent Acquisition team. The incumbent makes decisions on matters under their direct control. The role will negotiate project objectives, outcomes, timeframes and resources with the project sponsor and stakeholders.
The incumbent has discretion in deciding how projects will be conducted, including decisions on who to consult, both within and outside the organisation.

Reporting line

Deputy Director Human Resources

Direct reports

Talent Acquisition Business Partners
Senior Recruitment Consultants
Recruitment Officers

Budget/Expenditure

N/A

Key knowledge and experience

- Proven extensive experience in leading and delivering innovative talent acquisition services to improve service delivery in a large and dynamic organisation.
- Proven expertise in the application of related NSW legislation, employment rules and practices.
- Knowledge and experience in computerised human resources management systems (preferably SAP and Taleo), conditions of employment, awards and employment legislation.
- Ability to balance implementation of significant change with business-as-usual delivery.

Essential requirements

- Tertiary qualifications in human resources management or related fields, or equivalent relevant experience.

Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial

responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	Advanced
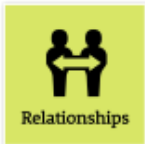
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs	Advanced
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	Adept

	Project Management Understand and apply effective planning, coordination and control methods	• Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects	Adept
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	Adept

Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level

| | **Talent Management**
Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation | • Advise and support managers in applying sound talent management principles, insights and practices, to inform talent acquisition and build leadership development pipelines in line with current and future business needs.
• Design talent management solutions, such as capability assessments, appropriate to specific business needs across all stages of the employment lifecycle, and guide their implementation by managers.
• Recommend and customise recruitment and assessment processes to enable managers to make informed selections in line with business planning and capability requirements.
• Advise managers on opportunities to integrate talent management practices into daily management activities, in order to support the development of individual and sector organisational capability and increase workforce mobility.
• Advise and support managers to enhance their skills and confidence in having clear, candid and regular performance conversations and providing employees with effective development opportunities.
• Support managers in identifying and developing appropriate initiatives to respond to individual capability development needs.
• Support managers to deliver performance and recognition programs and advise on development of new initiatives.
• Review data and insights to assess efficiency and effectiveness of assessments, performance management and other talent management strategies, suggesting modifications as appropriate. | Level 2 |

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept

Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept