

# Role Description

## Organisational Development Consultant

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Legal Aid NSW
Division/Branch/Unit	Human Resources
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	223311
PCAT Code	3224282
Date of Approval	25 March 2024
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 28 regional offices in metropolitan and regional centres across NSW including two satellite offices in 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, 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

The purpose of this role is to support the strategic goals of Legal Aid NSW by leading initiatives to build leadership and management capability and facilitate a positive, respectful and inclusive workplace culture in which employees are safe, engaged and thriving. The role provides high quality, expert support and service in relation to organisational development and will lead enterprise-wide projects related to leadership, talent and succession, employee engagement and organisational culture. The role applies project and change management approaches to scope, design and execute culture change initiatives. The role works in partnership with Legal Aid NSW leadership teams and the Human Resources team, building effective working relationships to ensure programs remain aligned to the Legal Aid NSW vision and purpose.

### Key accountabilities

- Provide high-level organisational leadership, subject matter expertise and advice to Legal Aid NSW on organisational culture, leadership and teams, with the aim of improving employee engagement, performance and growth.
- Provide leadership development, coaching, capability training, facilitation and support to individuals, teams and services.

- Research and utilise contemporary best practice organisational and leadership development approaches in the design, development, implementation and evaluation of organisational, team and/or leadership programs against objectives determined through engagement with internal and external stakeholders.
- Maintain high levels of dialogue with staff across the organisation to achieve a shared understanding of complex problems and solutions underpinned by a collective leadership culture.
- Establish and maintain strong, credible and collaborative internal and external relationships across Legal Aid NSW and associated agencies, partnering to strengthen whole of system thinking and connection.
- Prepare reports, program evaluations, briefs and other correspondence associated with the duties of the role.

## Key challenges

- Managing multiple projects and balancing competing demands and priorities whilst maintaining a focus on Legal Aid NSW's strategic goals and vision.
- Leading, inspiring and implementing organisational change and influencing decision makers and managers in an environment with multiple priorities in relation to people and culture.
- Responding quickly and proactively to changes in policy, technology, procedures and practices, and to the changing needs and priorities of the organisation.
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## Key relationships

### Internal

Who	Why
Manager Learning and Organisational Development	<ul style="list-style-type: none"> <li>• Advice, support and strategic direction.</li> </ul>
HR Business Partners	<ul style="list-style-type: none"> <li>• Collaborate with HR BP's to support leaders and teams and to recommend tailored solutions to address identified needs.</li> </ul>
Talent Acquisition Business Partners	<ul style="list-style-type: none"> <li>• Collaborate with TA BP's to support leaders on talent identification and development strategies.</li> </ul>
Senior leaders across Legal Aid NSW	<ul style="list-style-type: none"> <li>• Establish and maintain sound working relationships to understand the challenges and priorities of their work groups.</li> </ul>
Stakeholders engaged in culture initiatives	<ul style="list-style-type: none"> <li>• Collaborate to implement organisation-wide programs and initiatives to strengthen organisational culture.</li> </ul>

### External

Who	Why
External Stakeholders	<ul style="list-style-type: none"> <li>• Develop and maintain effective networks and business relationships.</li> </ul>

## Role dimensions

### Decision making

This role works with a level of autonomy in day-to-day activities and contributes insights and data to the strategic direction of the Learning and Organisational Development team and the broader HR team. This role also supports the Manager, Learning and Organisational Development and escalates complex issues to that role.

## Reporting line

Manager, Learning and Organisational Development.

## Direct reports

n/a

## Budget/Expenditure

n/a

## Key knowledge and experience

- Significant experience in building and maintaining constructive working relationships with a diverse group of stakeholders
- Demonstrated experience in designing, implementing and evaluating organisational development initiatives and projects that support the achievement of strategic goals
- Demonstrated ability to deliver initiatives on time and on budget in a complex organisation

## Essential requirements

- Relevant qualifications in HR, organisational development or organisational psychology, and/or demonstrated practical 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
	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"><li>• Be flexible, show initiative and respond quickly when situations change</li><li>• Give frank and honest feedback and advice</li><li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li><li>• Raise and work through challenging issues and seek alternatives</li><li>• Remain composed and calm under pressure and in challenging situations</li></ul>	Adept



### Communicate Effectively

Communicate clearly, actively listen to others, and respond with understanding and respect

- Tailor communication to diverse audiences
- Clearly explain complex concepts and arguments to individuals and groups
- Create opportunities for others to be heard, listen attentively and encourage them to express their views
- Share information across teams and units to enable informed decision making
- Write fluently in plain English and in a range of styles and formats
- Use contemporary communication channels to share information, engage and interact with diverse audiences

Adept



### Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

Adept



### 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



### Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness

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### Project Management

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups











Advanced

## 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
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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate

## Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
	Workforce strategy	Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change	Level 1
	Organisational design	Define the organisational structures and workforce plans required to support the business in delivering results	n/a
	Talent Management	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	Level 1

	Organisational culture	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	Level 2
	Workforce Relations	Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	n/a
	Workforce insights	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	n/a
	Employee services	Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level	n/a