Role Description
Manager Respectful Workplace Support Team

Legal Aid
NEW SOUTH WALES

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Legal Aid NSW
Division/Branch/Unit	Human Resources
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	223111
PCAT Code	3224992
Date of Approval	15 February 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 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, 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 role of Manager Respectful Workplaces Support Team is responsible for establishing and leading the trial of a new Respectful Workplace Support Team to embed Legal Aid NSW as a respectful workplace and to support Legal Aid NSW staff and managers to resolve workplace culture and conflict issues.

This role will lead the Respectful Workplaces team in providing advice, guidance and support to staff in addressing and facilitating the resolution of culture and conflict issues in the workplace; and to reduce the number of these issues through training, policy development and other proactive measures to drive positive change across the organisation.

Key accountabilities

- Establish and lead the Respectful Workplace Support Team as a leader within NSW government of driving positive workplace behaviours across the organisation through proactive measures and effective approaches to resolving culture and conflict issues.
- Implement and maintain aspects of the Legal Aid NSW complaints and resolution framework, particularly providing proactive assistance to managers and staff, and working with the Manager of Industrial Relations and Workplace Standards to ensure effective and efficient delivery of the complaints and resolution framework
- Lead the initial assessment of, and responses to, workplace culture and conflict issues, including supporting informal resolution where appropriate and identifying matters that require formal investigation by the Industrial Relations and Workplace Standards Team.
- Assist in delivering reporting frameworks to inform senior management on organisational trends and risks and to address and resolve instances of misconduct, unethical and illegal behaviour in the workplace.
- Provide a centralised point of expert advice for all staff on how to deal with a range of culture and conflict issues in the workplace.
- Lead the provision of support and advice to managers on workplace culture and conflict issues.
- Coaching managers relating to conflict and culture effectively and provide high-level strategic advice to senior executives proactively to reduce workplace issues and promote a respectful, ethical, and effective workplace.

Key challenges

- Establishing a new team and leading them to effect positive change to an embedded culture across the organisation. Primarily resolving workplace conflict and culture issues in a respectful manner, and establishing collaborative relationships with other parts of HR.
- Managing the resolution of conflict and culture issues to ensure equitable, appropriate, and practical resolutions are achieved.
- Developing initiatives that meet legislative requirements and enable the delivery of a productive and efficient workforce across Legal Aid NSW whilst responding to the changing needs of the business.

Key relationships

Internal

Who	Why
Director Human Resources	• Obtain strategic direction and guidance on sensitive matters and provide regular updates, advice, information and recommendations on professional standards matters, projects and priorities.
Human Resources (HR)	• Working in collaboration with HR staff and provide coaching on workplace standards processes, in particular with HR Business Partners.
Manager IR and Workplace Standards	• Collaborate to collectively manage issues and proactively reduce the volume of issues arising. The Manager IR and Workplace Standards manages formal workplace complaints and governance, and is the central liaison between Legal Aid and the Public Service Association (PSA) in response to industrial disputes and disciplinary appeals.
HR BusinessPartners	• Collaborate with and receive referrals from the HR BPs in order to collectively manage issues and proactively reduce the volume of issues arising

In-house Counsel Unit	• Seek legal advice and liaise closely with unit on employee related matters.
Senior Executive	• Provide advice, information and recommendations on professional standards matters, projects and priorities.
Staff networks	• Consult on trends and particular issues, including racism, sexual harassment, discrimination, of special interest to staff networks and measures to address them.
Team members	• Lead and guide members of the Respectful Workplace Support Team to deliver on its objectives

External

Who	Why
Other Government Agencies	• Consultation, negotiations and information sharing on professional standards programs and initiatives.
External Agencies and Stakeholders	• Identify opportunities to improve workforce programs and initiatives. Engage and monitor the performance of consultants and contractors.

Role dimensions

Decision making

The role operates with autonomy for day-to-day work priorities and the coordination of work and resources of the team to meet service levels.

This role provides advice and decision making to the Human Resources team, the Director HR and the Executive at Legal Aid NSW.

Reporting line

Director Human Resources

Direct reports

Senior Project Officer (Clerk Grade 9/10)
Project Officer (Clerk Grade 7/8)

Budget/Expenditure

Nil

Key knowledge and experience

- Significant experience in the conducting and managing workplace issues and promotion of policies and practices to reduce workplace culture and conflict issues.
- A relevant tertiary qualification or relevant work experience. Psychology, social work or another field that provides a solid base for leading the reduction and resolution of workplace culture and conflict issues is desirable.

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.
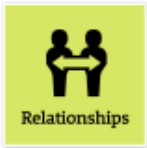
The capabilities are separated into focus capabilities and complementary capabilities

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

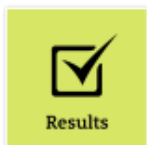| Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation 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

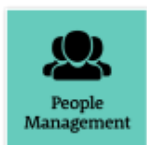|	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced

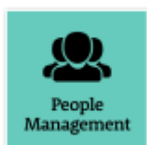|			
Business Enablers	**Project Management** Understand and apply effective planning, coordination and control methods	• Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate 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
People Management	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced
People Management	**Manage Reform and Change** Support, promote and champion change, and assist others to engage with change	• Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these	Adept

Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
Human Resources	**Organisational culture** Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	• Influence managers and leaders to promote understanding of the significance of workforce management and positive organisational culture in achieving organisational goals as well as personal career goals. • Provide expert advice to managers and leaders on integration and operationalisation of the organisational values, behaviour standards and Employee Value Proposition into all stages of the employment lifecycle in their areas of responsibility. • Collaborate with managers and leaders on action plans to support organisation-wide integration of culture and engagement strategies, based on unique business priorities and context. • Collaborate with managers and leaders to create and implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work. • Provide expert advice to managers and leaders as they implement individual and organisation-wide changes to turn organisational values and behavioural standards into daily practice and eliminate unacceptable manager or employee behaviours. • Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee wellbeing strategies, addressing areas of staff resistance or ambivalence. • Coach managers and leaders in understanding the key drivers of employee engagement together with the importance of monitoring patterns and taking early action. • Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture.	Level 3

| | Workforce Relations | • Advise managers and leaders, instruct counsel, and represent the organisation in consultations and negotiations with employee representative forums on a range of employment issues.
• Manage external consultants and providers and work with managers and leaders to ensure ongoing communication, assessment, compliance, and effective implementation of the employee relations plan and strategy as part of the organisation's workforce management practice.
• Manage the development of policies and practices to support the employee relations plan and strategy and address key industrial relations issues based on contemporary practices and evolving needs of the organisation.
• Encourage understanding of industrial relations principles and employee relations policies, practices and procedures within the organisation, and their consistent integration into the organisation's workplace practices and documentation, in line with the organisation's values.
• Design frameworks for provision of advice to the organisation on employment law, industrial arrangements and contractual matters.
• Manage the investigation and resolution of difficult, complex or high-profile workforce relations issues, in accordance with organisational policy.
• Design and maintain employ health, safety and wellbeing policies, practices and procedures ensuring full compliance with relevant legislation and a proactive approach to risk management, in accordance with organisational strategy | Level 3 |
| Human Resources | Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements | | |

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	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Foundational
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
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