Role Description
Manager, Learning and Organisational Development

Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	Human Resources
Classification/Grade/Band	Clerk Grade 11/12
ANZCO Code	132311
PCAT Code	3224382
Date of Approval	~~13 June 2023~~Reviewed 11 April 2025
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, 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 a systematic, evidence-based and data-informed approach to aligning our workplace culture, behaviours and performance to our strategy, purpose, vision and values. Ensure our people and leaders are engaged, capable and empowered to deliver their strategic priorities and to serve our clients.

Key accountabilities

- Design, implement, review and evaluate a range of organisational development programs and projects that reinforce our vision and values, support our people to achieve their potential and enable Legal Aid to achieve its objectives.

- Provide expert advice to the Director HR and the executive team on strategies to build capability in people leaders and teams and ensure our workplace is safe, respectful and inclusive.

- Coach, advise and support people leaders to continue building engaged, capable and productive teams.

- Cultivate strong relationships with colleagues across the public sector and elsewhere to share best practice case studies, maintain currency on emerging research and trends, and collaborate where possible on organisational development initiatives.

- Work with other senior leaders in the HR team to ensure our people are safe, supported and valued, and engaged in delivering Legal Aid's vision and purpose.

- Lead the Learning and Organisational Development Team to engage, equip, enable, empower and enhance our people and teams.

Key challenges

- Inspiring, influencing and implementing organisational change in collaboration with executive team members and senior leaders

- Managing multiple strategic projects whilst responding to changes in policy, priority, legislation and systems.

- Leading a multidisciplinary team to deliver multiple projects and initiatives in a complex, resource-constrained and dynamic organisational landscape.

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Key relationships

Who	Why
Internal	
Director HR and executive team	- Provide support and expert advice to achieve organisational objectives
L&OD team	- Lead, direct, manage and support performance and development - Guide, support, coach and mentor
Leaders across the organisation	- Provide support, advice and coaching to facilitate positive and effective team cultures and enable team members to reach their potential
External	
Staff of other NSW Government agencies	- Engage and collaborate with colleagues to deliver innovative, sector-wide organisational development initiatives
Vendors/Service Providers and Consultants	- Engage and facilitate the provision of expert services to complement and enhance organisational development initiatives, in line with Legal Aid policies and guidelines

Role dimensions

Decision making

The role operates independently on a day-to-day basis on their own work program and related matters, operating within standards, policies, procedures and relevant legislation.

Reporting line

HR Director

Direct reports

- Organisational Development Consultant, Clerk Grade 9/10 x 2
- Events Manager, Clerk Grade 9/10
- Early Career Programs Coordinator, Clerk Grade 9/10
- E-learning Project Officer, Clerk Grade 7/8
- LMS Administrator, Clerk Grade 5/6
- Learning Coordinator, Clerk Grade 3/4

Budget/Expenditure

Nil

Essential requirements
- Tertiary qualifications in Human Resources, Organisational Development, Psychology or a related field, or demonstrated experience in a similar role.
- Deep experience developing and implementing organisational development strategies and initiatives High-level facilitation skills
- Excellent written and verbal communication skills, including the ability to build and establish effective relationships with senior stakeholders
- Demonstrated strategic planning and project management skills
- Experience leading a multidisciplinary team in a complex organisation.

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-person 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

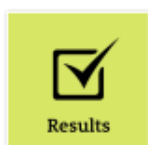|	**Display Resilience and Courage**	• Be flexible, show initiative and respond quickly when situations change	Adept
Personal Attributes	Be open and honest, prepared to express your views, and willing to accept and commit to change	• Give frank and honest feedback and advice	
		• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately	
		• Raise and work through challenging issues and seek alternatives	
		• Remain composed and calm under pressure and in challenging situations	
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	Advanced
		• 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	
Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Recognise outcomes achieved through effective collaboration between teams	Advanced
		• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government	
		• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions	
		• Network extensively across government and organisations to increase collaboration	
		• Encourage others to use appropriate collaboration approaches and tools, including digital technologies	

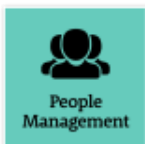|			
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in 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	Advanced
	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	Adept

	Project Management Understand and apply effective planning, coordination and control methods	• Prepare and review project scope and business cases for projects with multiple interdependencies	Advanced
		• 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	
	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	Advanced
		• 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	

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	Manage Reform and Change	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty	Advanced
People Management	Support, promote and champion change, and assist others to engage with change	• Assist others to address emerging challenges and risks and generate support for change initiatives	
		• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them	
		• Implement structured change management processes to identify and develop responses to cultural barriers	

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	• Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition.	Level 3
		• Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs.	
		• Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer.	
		• Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment.	
		• Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching.	
		• Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes.	
		• Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices.	
		• Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent.	

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	Organisational culture	• 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.	Level 3
	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	• 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.	

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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	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	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	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	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