New Zealand Law Society
Te Kāhui Ture o Aotearoa

Position Description

CONDUCT TEAM LEADER

Tō mātou whakakitenga - Our vision

All people in Aotearoa benefit from a strong, progressive and trusted legal profession.

He kupu mō mātou - About us

The New Zealand Law Society Te Kāhui Ture o Aotearoa (Law Society) is the professional body for barristers and solicitors in Aotearoa New Zealand. We regulate all practising lawyers and serve as a national membership organisation, supported by branch offices throughout the country.

As kaitiaki (guardian) of an exemplary legal profession, we uphold kaitiakitanga, manaakitanga, and pono in all that we do. These values guide how we work together, how we serve and support the legal profession, and how we contribute to the wellbeing of people and communities.

Ō mātou uara - Our values

Kaitiakitanga – tāria te wā	Manaakitanga	Pono
Kaitiakitanga means guardianship and protection, and tāria te wā shows progression and momentum. It means that we support the profession and consumers responsively and effectively; nurture and embed best practice; and think forward and progressively.	Manaakitanga means that we work together with a spirit of generosity and respect for all. We listen well and show care for the people and communities we interact with.	Pono is about being true, honest, genuine, trustworthy and sincere. It means we do what's right and what we say we will. We take ownership of what we do and stand strong when needed.

Ngā Taipitopito Tūranga - Role details

Department	Professional Standards	**Team**	Lawyers Complaints Service
Reports to	Consumer & Conduct Complaints Lead	**Location**	Auckland/Christchurch/Wellington

The purpose of the role is to expertly lead, monitor and manage the performance of the Conduct team and committees, and drive service excellence, continuous improvement, and operational effectiveness through data-driven insights, collaborative leadership, stakeholder education, and the implementation of innovative practices.

Āu ake mahi - What you'll do

Accountabilities	Deliverables
Operational Leadership and Service Delivery Lead and oversee the day-to-day performance of the LCS' Conduct function.	• Ensure the Conduct function is managed within legislative, regulatory and organisational requirements. • Manage workflow, allocation and prioritisation of work across the Conduct team, including ensuring that complaints are received, dealt with and monitored consistently and efficiently. • Understand, actively monitor and ensure the progress of multiple complaints at any one time. • Maintain day-to-day oversight of and report on team capacity, workload trends and service delivery. • Actively manage backlogs, service pressures and competing priorities. • Ensure that staff are confidently, quickly and consistently identifying high-risk matters or those where a different approach may be needed. • Manage resource allocation and planning, including skill gap identification and advocacy to ensure that current and future workflow demands are met. • Support staff to calmly manage operational issues, competing priorities and large workloads. • Manage interactions with the public or profession which have been escalated by

Accountabilities	Deliverables
	Professional Standards Officers, including those with parties who are dissatisfied with decisions made by the Conduct team. • Ensure the maintenance of electronic files and records, including the CMS, in accordance with operating processes and policies.
Leadership Build team capability, engagement and accountability in a way that reflects the Law Society values.	• Lead, coach and develop a high-performing team to consistently achieve performance measures. • Constructively and proactively monitor and manage individual performance, raising and resolving staff issues immediately and with professionalism. • Set staff goals alongside team members, ensuring their ongoing technical development, and lead development and performance discussions. • Support team members to identify learning and development needs and assist in the facilitation of training to ensure the team can competently undertake complaint work. • Support team members to problem solve and consistently produce high-quality work, including undertaking regular quality checks and providing timely feedback on performance. • Undertake the effective recruitment and induction of new staff. • Conduct regular team meetings to share information, learnings, and progress on performance measures and to update staff on new processes and/or policies. • Attend, engage in and contribute positively to any team, LCS leadership, LCS, Professional Standards or Law Society meetings, forums, training sessions or workshops. • Contribute to reporting for leadership, governance groups and other stakeholders.

Accountabilities	Deliverables
	• Role model appropriate communication, office etiquette and professionalism in all dealings and ensure that team members are conducting themselves professionally at all times.
Standards Committees Empower and enable standards committees to undertake their functions efficiently and effectively, by ensuring they are well trained and advised.	• Act as the primary contact for standards committees, supporting effective engagement between them and the LCS, timely information flows and education and training. • Manage staff and standards committee work allocation and flow, including setting priorities, resolving issues and monitoring deadlines and overall timeliness. • Attend standards committee meetings and observe member attendance, productivity and quality of LCS advice. • In partnership with Senior Professional Standards Officers, review and provide timely feedback on key complaint and standards committee documents, including memoranda, Notices of Hearing and decisions/determinations and summaries/decisions for publication. • Identify, assist with/arrange and deliver training and education for standards committee members, including those undertaking work on sensitive matters. • Undertake the effective recruitment and induction of new committee members.
Risk Management Identify and escalate operational, regulatory and reputational risks as they relate to the work of the Conduct team.	• Identify trends and issues within Conduct work and report on high-risk or sensitive matters as appropriate. • Identify and escalate required amendments to complaint policies, procedures, guidance and practice notes as they relate to Conduct work.

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	• Provide advice and analysis to decisionmakers. • Promote and utilise sound judgement and risk-aware decision-making. • Support the implementation of risk management and compliance initiatives.
Quality Assurance and Continuous Improvement Monitor and manage team performance, service outcomes, quality assurance checks and improvement initiatives.	• Monitor performance metrics in relation to Conduct functions and work alongside the team to adjust ways of working if performance is being affected. • Contribute to the development and maintenance of quality assurance frameworks and standards. • Proactively review Conduct processes and adjust allocation of resources to tasks if needed. • Provide recommendations to improve operational performance and service delivery in line with regulatory best practice. • Implement and actively support improvement initiatives in the Conduct team, including improvement in systems and user experience. • Work closely with other Team Leaders to implement any changes in the Conduct functions that have flow-on effects to other teams. • Ensure compliance with legislation, policies, practice guidance and service standards, including escalating recommended changes to the Complaints Manual as they relate to Conduct functions. • Conduct regular quality reviews and checks of complaint files, correspondence, memoranda, committee documentation and decisions. • Collect, review and report on complaint data, identify trends and issues and use these to inform education and training programmes. • Identify, assist with/arrange and deliver relevant, timely training and

Accountabilities	Deliverables
	education for staff and standards committee members. • Ensure staff receive adequate debriefing and support at regular intervals. • Monitor work being undertaken to proactively identify risks which may justify early escalation.
Stakeholder Engagement Build and maintain positive working relationships with internal and external stakeholders.	• Act as the primary point of contact for matters relating to the Conduct team's work. • Monitor stakeholder feedback and emerging issues, and escalate risks and opportunities as appropriate. • Support education and engagement initiatives.
Additional duties	• Undertake all other reasonable activities, projects or duties that may be required by your manager.
Health and Safety Promote and support a safe, healthy, and compliant workplace by fostering a proactive health, safety, and wellbeing culture.	• Take responsibility for your own health, safety and wellbeing. • Contribute to a safe workplace. • Report and escalate incidents and near misses appropriately. • Ensure that the health and safety resources and processes are in place and are being appropriately used. • Engage with staff and contractors to enable proactive participation in matters related to health and safety.
Cultural competency Fosters an inclusive environment where diversity is valued and everyone feels respected, supported, and able to contribute.	• Incorporates tikanga Māori and te ao Māori into work in a culturally safe and appropriate way. • Engages effectively with Māori, Pacific peoples, and other cultures, adapting approach with cultural awareness and seeking guidance where needed. • Contributes to a culturally capable workplace by role-modelling inclusive behaviours and supporting ongoing learning.

Accountabilities	Deliverables
	• Incorporates Māori greetings and terminology where appropriate, showing commitment to continuous learning.

Ngā tohu me ngā wheako - Qualifications and experience

Qualifications	• A legal qualification and the ability to obtain a New Zealand practising certificate. • The ability to meet the requirements of a Lawyers Standards Committee lawyer member (Regulation 15 - Lawyers and Conveyancers Act (Lawyers: Complaints Service and Standards Committees) Regulations 2008)
Experience and knowledge	• A minimum of five years' experience in a regulatory, complaints, investigations or dispute resolution environment. • Prior experience managing teams and individuals, including performance management experience. • Strong legal and analytical skills and the ability to understand and apply regulatory and legislative frameworks, policies and procedures, including the LCA, associated regulations and other relevant legislation. • Comfort navigating ambiguity and applying judgement where guidance is limited or evolving. • Experience leading teams that manage sensitive documentation and emotionally charged, complex or distressed parties. • The ability to communicate clearly, calmly, and professionally with stressed, emotional, or distressed parties, to employ de-escalation techniques when necessary, and to coach and develop others to do the same. • The ability to explain processes and decisions clearly and respectfully to a member of the public or profession. • The ability to confidently set priorities for self and others, triage work and manage operational pressure and complaints fatigue. • The ability to track, prioritise, and progress multiple matters simultaneously. • Excellent communication skills, including the ability to engage constructively with scrutiny, review and challenge. • Strong presentation and public speaking skills, with the ability to prepare for and present at seminars, conferences, and professional forums. • Experience supporting and advising committees or other decision-making bodies, including the ability to respond to

	queries in real time and proactively manage follow-up actions to support effective decision-making. • The ability to identify risks and issues and correctly determine and escalate those which require further consideration. • Strong attention to detail when working under time pressure. • The confidence and credibility to communicate and explain Law Society positions, including in situations where stakeholders may disagree with the outcome or approach. • The ability to support policy framework design and development and help to translate policy into actionable, operational improvements. • The ability to identify, present and/or support education and training for staff and the profession in accordance with an annual education programme. • High level of resilience, professionalism, discretion and judgement. • Strong working knowledge of the Microsoft Office suite, with the ability to quickly learn and adapt to new systems and technology.

Ngā Pūkenga mahi - Role dimensions

Direct reports	7 • Senior Professional Standards Officers • Professional Standards Officers	**Indirect reports**	N/A

Key relationships

Internal	• Conduct team • Consumer & Conduct Complaints Lead • Complaints & Resolution Manager • Other LCS Leads • Other LCS Team Leaders and their teams • Other Professional Standards teams	**External**	• Standards committees • Legal Complaints Review Officer (LCRO) • Ministry of Justice (legal aid and other departments) • NZ Lawyers and Conveyancers Disciplinary Tribunal • Legal practitioners and law firms, including non-lawyer employees

	• General Manager Professional Standards • Chief Legal Counsel – Professional Standards • Prosecutions Manager • Other Law Society managers and staff (P&C, Marcomms) • Executive Leadership Team (ELT)		• External service providers • Members of the public • Other regulatory bodies with similar functions

Tirohanga whānui o ngā pūkenga matua - Capability framework

Capability Level	**Team Leader** Capability Framework Handbook.docx
Description	Achieves results through the leadership of others. Focuses on motivating, supporting, and developing people, provides effective oversight to ensure quality decisions.