New Zealand Law Society
Te Kāhui Ture o Aotearoa

Position Description

POLICY & PROGRAMMES LEAD

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	Complaints & Resolution Manager	**Location**	Auckland/Christchurch/Wellington

The purpose of the role is to lead and maintain oversight of consistent decision-making, operational excellence, and continuous improvement through the development, review, and improvement of Lawyers Complaints Service (LCS) policies, processes, guidance, training programmes and other resources.

Āu ake mahi - What you'll do

Accountabilities	Deliverables
Policy Development and Governance Lead the development, review, maintenance and implementation of organisational policies, standards, manuals, procedures and frameworks.	• Ensure all materials are accurate, current, fit for purpose and aligned with organisational objectives. • Monitor legislative, regulatory and industry developments; assess and analyse organisational impacts and recommend changes to materials as required. • Provide advice and analysis on matters to decision-makers, as required. • Ensure that subject matter experts and stakeholders are engaged throughout policy development and review processes.
Operational Guidance Develop and maintain operational guidance, decision-making frameworks, process documentation and supporting resources.	• Develop toolkits, precedent banks, templates, FAQs, quick reference guides and other support materials. • Maintain central repositories of policies, procedures, manuals and reference materials, ensuring they are consistent. • Monitor and report on capacity, workload and service demand to ensure timely delivery of guidance or support documents. • Ensure resources are accurate, current, easily accessible and consistently applied.
Education Identify and respond to training needs of staff and standards committee members.	• Design, develop and deliver (or arrange for the delivery of) training programmes to support policy implementation and operational consistency for staff and standards committee members. • Ensure that training is delivered regularly and that education programmes support team development. • Ensure that education programmes support the consistent application of policy and operational practice.

Accountabilities	Deliverables
	• Ensure that learning resources are engaging, practical, effective and available in a timely manner. • Evaluate education programme effectiveness and recommend improvements as needed. • Ensure that training and education contribute to increased understanding and capability of staff and standards committee members.
Quality Assurance and Continuous Improvement Oversee quality assurance frameworks and continuous improvement initiatives in line with regulatory best practice for the LCS.	• Conduct quality reviews to ensure guidance remains fit for purpose. • Ensure quality assurance processes identify and address gaps and inconsistencies. • Plan for and lead regular policy review cycles and manage document version control processes. • Ensure policy review programmes are completed within agreed timeframes. • Conduct research and analysis to assess risks, trends and organisational impacts. • Ensure opportunities for improvement are identified, supported by evidence and data insights, aligned with operational priorities and implemented where appropriate. • Provide recommendations to support continuous improvement initiatives. • Ensure that any risks and impacts associated with this work are proactively managed and escalated as needed.
Risk Management Identify and manage operational, regulatory and reputational risks as they relate to LCS policy, guidance or programmes.	• Provide advice and analysis to decision-makers. • Identify and manage operational, regulatory and reputational risks, ensuring escalation pathways are applied appropriately. • Monitor emerging complaint trends and systemic issues. • Support reporting to the Board, Council and senior leadership. • Contribute to governance reporting and strategic planning activities. • Promote sound judgement and risk-aware decision-making across teams.

Accountabilities	Deliverables
Change Management Support implementation of change initiatives through communication and training activities.	• Translate complex policy, legislative and regulatory requirements into clear and accessible guidance and support the implementation and use of this guidance into operational processes. • Ensure that stakeholders are informed, engaged and supported in relation to the work undertaken by this role. • Ensure that any change initiatives are successfully implemented. • Build and maintain strong collaborative relationships across the organisation and externally, including with subject matter experts, professional bodies and regulatory agencies.
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.	• Manage your own health, safety and wellbeing. • Contribute to a safe workplace. • Report and escalate incidents and near misses appropriately.
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. • Incorporates Māori greetings, and terminology where appropriate, showing commitment to continuous learning.

Ngā tohu me ngā wheako - Qualifications and experience

Qualifications	• A relevant tertiary qualification (for example, in law, public policy, regulation, business or education) or equivalent work experience.
Experience and knowledge	• A minimum of seven years' experience working in a regulatory, legal, professional services or public sector environment, with strong experience in policy development, implementation, review and operational guidance. • Demonstrated ability to interpret legislation, regulations and complex technical information. • Experience developing operational frameworks, procedures and supporting documentation and the ability to balance strategic intent with operational practicality. • Knowledge of change management and continuous improvement methodologies. • Experience designing, developing and delivering training, education and learning programmes. • A collaborative mindset and the ability to engage with subject matter experts on staff and standards committee needs. • Strong stakeholder engagement, relationship management and influencing skills. • Excellent research, analytical and critical thinking skills. • Experience identifying organisational risks, trends and operational impacts. • Strong problem-solving capability and sound professional judgement. • Very strong attention to detail and a commitment to quality. • Excellent written and verbal communication skills with the ability to present complex information clearly and practically. • Strong presentation and public speaking skills, with the ability to prepare for and present at seminars, conferences, and professional forums. • 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	N/A	**Indirect reports**	N/A

Key relationships

Internal	• Complaints & Resolution Manager	**External**	• Standards committees • Legal Complaints Review Officer (LCRO)

	• Consumer & Conduct Complaints Lead • Technology & Support Lead • Frontline & ERS Lead • Investigations Lead • LCS Team Leaders and other staff • General Manager Professional Standards • Professional Standards managers and teams • Other Law Society managers and staff (P&C, Marcomms) • Executive Leadership Team (ELT) • President, Law Society Board and Council		• Ministry of Justice (legal aid and other departments) • Other regulatory agencies • Legal practitioners and law firms, including non-lawyer employees • External service providers • Members of the public

Tirohanga whānui o ngā pūkenga matua - Capability Framework

Capability Level	Practice leader Capability Framework Handbook.docx
Description	Focuses on shaping outcomes through deep specialist expertise, provides trusted advice and professional judgement and influences direction across work of the team.