New Zealand Law Society
Te Kāhui Ture o Aotearoa

# Position Description

# FRONTLINE 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 |
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| 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

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| **Department** | Professional Standards | **Team** | Lawyers Complaints Service |
| **Reports to** | Frontline & ERS Lead | **Location** | Auckland/Christchurch/Wellington |

**The purpose of the role is to** expertly lead, monitor and manage the performance of the Frontline team, ensure efficient, effective and consistent processing of queries and complaints, 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 |
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| **Operational Leadership and Service Delivery**<br><br>Lead and oversee the day-to-day performance of the LCS' Frontline function. | • Ensure Frontline functions are delivered within legislative, regulatory and organisational requirements.<br>• Coordinate the Frontline team to provide consistent and timely phone and email assistance to the public and profession, including ensuring adequate coverage throughout business hours and appropriate out of office messages over holiday periods.<br>• Maintain day-to-day oversight of and report on team capacity, workload trends and service delivery.<br>• Ensure that the Frontline team are equipped to resolve low-level matters in real time as queries are raised.<br>• Coordinate the Frontline team to efficiently and consistently receive and assess all incoming complaints in accordance with the statutory framework, including timely and confident identification of matters which do not meet the criteria to be accepted or meet triage criteria.<br>• Manage interactions with the public or profession which have been escalated by Professional Standards Officers, including those with parties who are dissatisfied with decisions made by the Frontline team.<br>• Oversee the smooth and efficient running of the Screening Panel and ensuring that documents for the Panel are of the high standard and subject to quality assurance processes.<br>• Oversee the quality of complaint files being prepared for the LCS.<br>• Manage team workflow, resource allocation and planning, including skill gap identification and |

| Accountabilities | Deliverables |
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| | advocacy to ensure that current and future workflow demands are met.<br>• Support staff to manage operational issues, competing priorities and large workloads.<br>• Ensure the maintenance of electronic complaint files and records, including the CMS, in accordance with operating processes and policies. |
| **Leadership**<br><br>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.<br>• Constructively and proactively monitor and manage individual performance, raising and resolving staff issues immediately and with professionalism.<br>• Set staff goals alongside team members, ensuring their ongoing technical development, and lead development and performance discussions.<br>• Support team members to identify learning and development needs and assist in the facilitation of training to ensure the team can competently undertake Frontline work.<br>• Support team members to problem solve and consistently produce high-quality work, including undertaking regular quality checks and providing timely feedback on performance.<br>• Undertake the effective recruitment and induction of new staff.<br>• Conduct regular team meetings to share information, learnings, and progress on performance measures and to update staff on new processes and/or policies.<br>• Attend, engage in and contribute positively to any team, LCS leadership, LCS, Professional Standards or Law Society meetings, forums, training sessions or workshops.<br>• Contribute to reporting for leadership, governance groups and other stakeholders.<br>• Role model appropriate communication, office etiquette and professionalism in all dealings and ensure that Team members are conducting themselves professionally at all times. |

| Accountabilities | Deliverables |
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| **Risk Management**<br><br>Identify and escalate operational, regulatory and reputational risks as they relate to the work of the Frontline team. | • Identify trends and issues within Frontline work.<br>• Identify and escalate required amendments to complaint policies, procedures, guidance and practice notes as they relate to Frontline work.<br>• Provide advice and analysis to decision-makers.<br>• Promote and utilise sound judgment and risk-aware decision making.<br>• Support the implementation of risk management and compliance initiatives. |
| **Quality Assurance and Continuous Improvement**<br><br>Monitor and manage team performance, service outcomes, quality assurance checks and improvement initiatives. | • Monitor performance metrics in relation to Frontline functions and work alongside the team to adjust ways of working if performance is being affected.<br>• Contribute to the development and maintenance of quality assurance frameworks and standards.<br>• Proactively review Frontline processes and adjust allocation of resources to tasks if needed.<br>• Provide recommendations to improve operational performance and service delivery in line with regulatory best practice.<br>• Monitor incoming complaints to proactively identify risks which may justify early escalation.<br>• Implement and actively support improvement initiatives in the Frontline team, including improvement in systems and user experience.<br>• Collect, review and report on complaint data, identify trends and issues and use these to inform education and training programmes.<br>• Work closely with other Team Leaders to implement any changes in the Frontline functions that have flow on effects to other teams.<br>• Ensure compliance with legislation, policies, practice guidance and service standards, including escalating recommended changes to the Complaint Manual as they relate to Frontline functions. |
| **Stakeholder Engagement** | • Act as the primary point of contact for matters relating to Frontline work. |

| Accountabilities | Deliverables |
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| Build and maintain positive working relationships with internal and external stakeholders. | • Monitor stakeholder feedback and emerging issues and escalate risks and opportunities as appropriate.<br>• Support education and engagement initiatives. |
| **Additional duties** | • All other reasonable activities, projects or duties that may be required by your manager. |
| **Health and Safety**<br><br>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.<br>• Contribute to a safe workplace.<br>• Report and escalate incidents and near misses appropriately.<br>• Ensure that the health and safety resources and processes are in place and are being appropriately used.<br>• Engage with staff and contractors to enable proactive participation in matters related to health and safety. |
| **Cultural competency**<br><br>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.<br>• Engages effectively with Māori, Pacific peoples, and other cultures, adapting approach with cultural awareness and seeking guidance where needed.<br>• Contributes to a culturally capable workplace by role-modelling inclusive behaviours and supporting ongoing learning.<br>• Incorporates Māori greetings, and terminology where appropriate, showing commitment to continuous learning. |

## Ngā tohu me ngā wheako - Qualifications and experience

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| **Qualifications** | • A relevant tertiary qualification (law, communications, public relations).<br>• A mediation or other alternative dispute resolution qualification or the ability to obtain a relevant qualification. |

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| **Experience and knowledge** | • A minimum of five years' experience leading teams in a high-volume, public facing, judgement-based environment, such as a complaints service or call centre.<br>• Knowledge of alternative dispute resolution methods.<br>• Prior experience managing teams and individuals, including performance management experience.<br>• Strong 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.<br>• Comfort navigating ambiguity and applying judgement where guidance is limited or evolving.<br>• Experience leading teams that manage sensitive documentation and emotionally charged, complex or distressed parties.<br>• 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.<br>• The ability to explain processes and decisions clearly and respectfully to a member of the public or profession.<br>• The ability to confidently set priorities for self and others, triage work and manage operational pressure and complaints fatigue.<br>• The ability to track, prioritise, and progress multiple matters simultaneously.<br>• Excellent communication skills, including the ability to engage constructively with scrutiny, review and challenge.<br>• Strong presentation and public speaking skills, with the ability to prepare for and present at seminars, conferences, and professional forums.<br>• The ability to identify risks and issues and correctly determine and escalate those which require further consideration.<br>• Strong attention to detail when working under time pressure.<br>• The confidence and credibility to communicate and explain Law Society positions, including in situations where stakeholders may disagree with the outcome or approach.<br>• The ability to support policy framework design and development and help to translate policy into actionable, operational improvements. |

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| | • The ability to identify, present and/or support education and training for staff and the profession in accordance with an annual education programme.<br>• A high degree of professionalism, discretion, political savvy, resilience and self-management.<br>• 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

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| **Direct reports** | 7<br>• Professional Standards Officer<br>• Senior Professional Standards Administrator | **Indirect reports** | NA |

## Key relationships

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| **Internal** | • Frontline team<br>• Frontline & ERS Lead<br>• Complaints & Resolution Manager<br>• Other LCS Leads<br>• Other LCS Team Leaders and their teams<br>• General Manager Professional Standards<br>• Other Professional Standards teams<br>• Other Law Society managers and staff (P&C, Marcomms)<br>• Executive Leadership Team (ELT) | **External** | • Legal Complaints Review Officer (LCRO)<br>• Ministry of Justice (Legal Aid and other departments)<br>• Legal practitioners and law firms, including non-lawyer employees<br>• Members of the public |

## Tirohanga whānui o ngā pūkenga matua - Capability Framework

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| **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. |